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Chicago (Ill.). Mayor,
1915-1923...

Chicago

[Chicago]

[1923]

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CHICAGO

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EIGHT YEARS *of* PROGRESS



January, 1923

CHICAGO

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EIGHT YEARS *of* PROGRESS



January, 1923

(Index on Page 150)



WILLIAM HALE THOMPSON

Mayor of Chicago from 1915 to 1923

INTENTIONAL SECOND EXPOSURE



WILLIAM HALE THOMPSON

Mayor of Chicago from 1915 to 1923

INTRODUCTION

IT has been my custom in the past as Mayor of Chicago to render an annual message to the City Council, which has been more or less a formal statement of the work done by the different municipal departments. This report has necessarily been brief and incomplete and has failed to accomplish the desired purpose of furnishing to the people of Chicago a true record of accomplishments and a guide to future action.

This year I have asked each department of the City to furnish me a report of the attainments of that department and from these records I have had compiled such information as I believe the people of Chicago are interested in as a report from their representatives who are handling these departments for them. As my second term as mayor will soon be completed I have entitled this report, "Eight Years of Progress," and I believe the facts warrant this title. In some instances these reports are presented in chart form so that one may see at a glance the condition of the department and what has been achieved.

Among the outstanding achievements of the past eight years, which have added nearly 400,000 to our population, may be mentioned the openings and widenings of 89 miles of streets, completed or under way, 27 times more than in the 43 years preceding 1915; streets paved, 832 miles; sewers constructed, 402 miles; Michigan Boulevard Link bridge improvement constructed, which permitted expansion of the city's main business district, and although it cost about \$15,000,000, it not only loosened the iron collar and relieved loop congestion but it transformed Michigan Boulevard between Roosevelt Road and Chicago Avenue, and increased real estate values more than \$200,000,000.

The widening of Twelfth Street, the construction of the bridge and viaduct from Canal Street to Wabash Avenue and several new bridges across the Chicago River has been followed by an impressive development of the near West Side, including the new wholesale district which will be further aided by the completion of the Union Station and Postal Buildings.

The Twelfth Street Improvement, linked with the recent widening of Michigan Boulevard, has helped to take business southward.

The Ogden Avenue extension, providing a new street 108 feet wide from Lincoln Park to Union Park on a diagonal line three miles in length, is progressing rapidly. Property along the line of this improvement already has increased in value from 50 to 300 per cent. But the increase in land value is not the only benefit derived from it. Each widening or extension is followed by an era of building activity, and sightly new improvements add to the beauty of the city and the wealth of her citizens.

With the completion of the widening and improvement of Western and Ashland Avenues and Robey Street, these thoroughfares also will take their places as important avenues of trade and communication.

Despite the vast expenditures made necessary by civic improvements in these eight years of progress and the fact that, due to the war, prices of materials more than doubled and wages reached the highest point ever known, the per capita cost of conducting the municipality was lowered. The cost of all other municipal governments increased more than the cost of government in Chicago. In this connection it is interesting to note that during the period of high prices and inflated values, while the city budget increased from \$27,000,000 to \$42,000,000, or 60 per cent, the county expenses rose from \$7,000,000 to \$21,500,000—more than tripled, or an increase of 200 per cent.

In 1915 Chicago had only 27 playgrounds for children. Today there are 70 municipal playgrounds in addition to 45 in the parks. Columbus Park, opened in 1922, provided another large breathing spot for the citizens of the West Side, augmenting the greatest park system in the world.

*Through these increased recreational facilities and the work of the Health and its co-ordinated departments, Chicago was made the healthiest large city in the world. The death rate was cut down to a little more than 11 per thousand from all causes, a saving of about 9,000 lives annually. Important factors in bringing this about were the purification of the water supply, clean milk supply, sanitation and proper drainage, the work of the municipal tuberculosis sanitarium and the fight against the spread of venereal disease. Street car companies were forced to improve their ventilation systems and the unsanitary platforms of the cars were cleaned up through the prohibition of smoking. Another factor in the city's health record was the establishment of the Training School for Home and Public Health Nursing, which already has graduated 11,000 women.

Efficient schools were maintained through the trying war period. The standard of education was raised so that the Chicago public schools now rank A-1 among the schools in America. Notwithstanding war conditions and prices, 63 new school buildings and additions, with 53,350 seats, were built, and the number of children in part-time schools was kept down to one out of each ten, whereas other cities, like New York, have four children in each ten in double division schools. The number of school rooms was increased 12 per cent and the coal consumption was decreased 3 per cent. Grammar schools were maintained at a cost in 1921 of \$67.93 for each child and \$124 for each high school pupil, which is lower than in a majority of the large cities in the United States. School teachers were given an adequate salary.

The foregoing are only a few of the accomplishments of the eight years.

Crime was greatly reduced at a time when other large cities were complaining of increases. The Police Department has been divorced from politics and 1,000 men have been added to the force.

Fire losses have been cut down so that Chicago is entitled to a reduction in insurance rates and the Fire Department reorganized on a business basis and completely motorized.

Street car fares were cut from 8 to 6.2-3 cents, after the U. S. District Court had enjoined the 5-cent fare ordered by the Illinois Commerce Commission, saving the people \$9,000,000 a year. The 5-cent fare would have meant a saving of \$21,000,000 annually.

Sixteen new bridges were built with an increase of only \$50,000 in the cost of maintenance and repair of the city's entire bridge system.

The smoke nuisance has been reduced to a minimum.

Contracts have been let for the new Calumet harbor which will greatly augment the city's port facilities and enable it to handle the vast tonnage of water-borne traffic that will come with the completion of the Lakes-to-the-Gulf and Great Lakes-St. Lawrence waterways.

Chicago has been made the official aerial transportation center of the United States.

The annual Pageant of Progress Exposition was established at a time when business depression weighed heavily upon the city and unemployment was a serious problem. The Pageants helped to revive business and unemployment has practically been eliminated. They also provided the means for establishing a great community dental clinic which will treat 50,000 children yearly.

Eleven new "through streets," with stop warnings similar to those at boulevards, were created to facilitate traffic. They were planned to prevent collisions at busy intersections with their consequent loss of life and to simplify the perplexing problem of which motorist has the right of way.

A fish hatchery and aquarium has been established in Lincoln Park as the first step toward increasing the food supply for the people and keeping in Chicago the millions of dollars that Chicago fish fans annually spend in Wisconsin and other states. The new hatchery will put 50,000,000 fish into Illinois waters each year.

Chicago was made the best lighted city in the world by increasing the number of new street lights from 24,000 to 55,000, many of them of boulevard type. At the same time Chicago took world leadership in a municipally owned lighting system and effected a saving of one-third of what it costs other cities to operate their lighting plants. The cost per lamp was reduced from \$28 to \$24.

In spite of the great increase in the cost of materials and labor, the water supply system has shown greater net profits than

at any other period since its establishment; also, the service has been greatly extended and pumpage increased. A site has been selected for a new pumping station with a capacity of 300,000,000 gallons daily that will be the largest in the world. It will be completed within two years and give Chicago a daily pumpage of 1,450,000,000 gallons.

Chicago's advantages have been proclaimed to the world, and its commerce and population increased thereby, through the creation of the Chicago Boosters' Publicity Club.

Such tremendous city planning projects and public improvements have been undertaken that a high mark in municipal growth has been reached. Big civic betterments completed during the eight years exceed those made altogether in a generation previously, and in these improvements rich and poor alike participate because the value of the humble cottage has advanced as well as that of the largest real estate holding. In 1922 alone, it is estimated, the land values of the city increased approximately \$500,000,000. This rise will eventually be helpful in relieving the burden of the small taxpayer by taxing the millions of assessed value created by the great improvements.

Notwithstanding the abnormal demands upon our City during the recent years—increased cost of materials, increased wages of municipal employees, increase in service required, and decrease in revenues, the departments of the City Government show a uniform record of increased efficiency and economy. Untruthful statements in certain newspapers to the contrary notwithstanding, Chicago responded nobly to every demand made upon her by the Government in time of war, and in soldiers, in money and all activities which spelled coöperation and success for our country Chicago in every department of its government gave its full measure of devotion.

With this record of achievement as our inspiration, let us keep our eyes to the future with a determination to solve every question of reconstruction and to meet all problems of future progress of our beloved city in that spirit of loyalty and unselfish helpfulness that has made Chicago one of the wonders of the world and has challenged the admiration of all mankind. For she stands as the living embodiment of the noble sentiment proclaimed by her motto "I Will."

Very sincerely yours,



Mayor.

THE TRUTH ABOUT EXPERTS' FEES

The persons to be employed and their rates of pay were fixed by ordinance passed by the City Council.

These five men and their associates made 469,336 appraisals of property and prepared 19,000 sets of building plans for \$2,742,666, or about \$1 per man for each expert appraisal.

Voters approved proposed improvements—total cost about \$200,000,000.

IN order to understand the situation regarding the employment of real estate and building experts, which is now the subject of much unjust and factional newspaper criticism, it is necessary to go back some 15 or 20 years to the time when the late Daniel H. Burnham and E. H. Bennett were preparing plans for a Chicago—beautiful, progressive and prosperous—which plans are now being carried out.

The Chicago Plan Commission, of which Mayor Wm. Hale Thompson is President *ex officio*, and Chas. H. Wacker is Chairman, was appointed for the purpose of studying the Burnham Plan and promoting the proposed improvements.

The Chicago Plan Is of Wide Scope

The plan of Chicago is an all-Chicago plan. It proposes 200 miles of street widenings, extensions and improvements; a remodeling of railroad and terminal facilities; the creation of adequate harbors; rehabilitation of the local transportation system; the park development along the shore of Lake Michigan; the establishment of an adequate new postoffice, and the creation of a system of forest preserves surrounding the City.

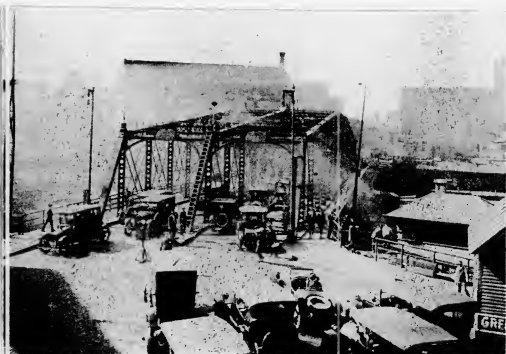
The aim of the Chicago Plan Commission is two-fold; first, to assure maintaining and developing the commercial prestige of the City, and second, to provide humanitarian benefits for all our citizens. By making it easier and cheaper to transact business, by supplying direct and easy means of communication between the several sections of the City, and providing ample recreational facilities, the prosperity, the health and the happiness of every person in Chicago will be assured and constantly increased.

Vast Improvement Authorized by Voters

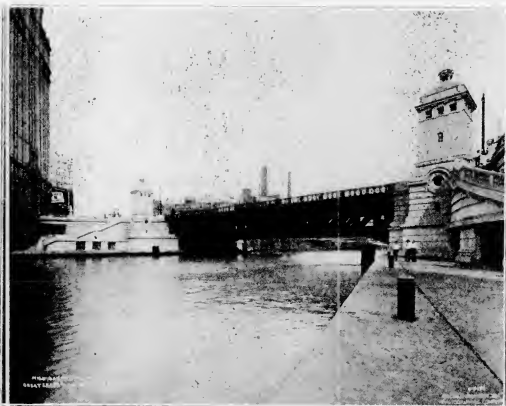
The municipal authorities of Chicago are not expected to carry out all the plans of the Commission, since some of them are to be constructed by other agencies. Among the major features of the Plan, however, which the people of Chicago have voted to carry out, are the following:

The Roosevelt Road (Twelfth street) widening and extension.

BEFORE AND AFTER



Old Rush street bridge



New Michigan boulevard link bridge

The Michigan avenue widening and extension.

The Polk and Taylor streets viaducts.

Widening Canal street, between Roosevelt Road and Washington street, and extending it by way of the 2-level Kinzie street bridge to Orleans street, connecting with the new Franklin-Orleans street bridge.

The widening of Western avenue.

The widening and opening of Ashland avenue.

The widening and opening of Robey street.

The extension of Ogden avenue from Union Park to Lincoln Park.

The South Water street widening and 2-level connection with Michigan avenue.

The widening of Polk, Taylor, Clinton and Desplaines streets, in the district between the river, Halsted street, Harrison street and Roosevelt road.

Of course, all of these projects could not be executed at one time, but during the past eight years, under the direction of Mayor Wm. Hale Thompson and the Board of Local Improvements appointed by him, unprecedented progress has been made.

How Cost of \$200,000,000 Improvements Is Divided

The cost of street widening and similar improvements is provided for in two ways: (a) by local assessments upon the property especially benefited; (b) by city bond issues to cover that part of the cost properly chargeable to "public benefits." Such improvements are made under direction of the Board of Local Improvements, which determines the proportion of local or special benefits and the public benefits upon the basis of expert testimony of competent witnesses.

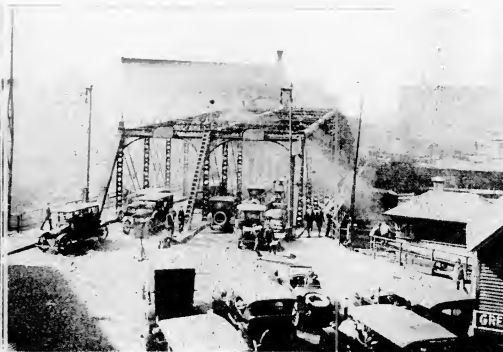
The public benefit is chargeable against the entire city and is paid for by selling city bonds, the issuance of which must first be submitted to and approved by a vote of the people. As an illustration, it will be recalled that after the Michigan avenue widening and the construction of the Boulevard Link bridge, which improvement cost about \$15,000,000, the question of improving and widening other streets provided for in the Chicago Plan, was submitted to the people of Chicago, who voted to authorize the issuing of \$90,000,000 of city bonds to pay the city's share of improvements to cost about \$200,000,000.

The Law Relating to Local Improvements

After the Board of Local Improvements has recommended and the City Council has approved an ordinance for an improvement, a petition is filed in court asking for authority to levy an assessment apportioning to each piece of property its share of the cost of the improvement, based upon the benefit each piece of property will derive therefrom, and assessing against the City of Chicago a proportionate share for public benefit, if any.

In condemnation proceedings, upon the filing of the petition, the court enters an order designating two competent persons as

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Michigan boulevard link bridge, showing the Wrigley Building, one of the results of that improvement

commissioners to act with the Superintendent of Special Assessments, who shall investigate and report to the court the just compensation to be made to the respective owners of private property, which will be taken or damaged for said improvement and also what real estate will be benefited by such improvements and the amount of such benefit to each parcel of land.

City Authorities Must Protect Rights of All

When the report is filed by the commissioners, the City, as the agency of the public for conducting the proceedings and making the improvements, is in a position of trust toward the owners

of property taken, to see that they are offered just compensation without the necessity of recourse to litigation, and, on the other hand, is under an obligation to the taxpayers and assessed persons who pay this assessment to see that the compensation in no case is excessive. It is, therefore, incumbent upon the City in each of these cases to organize a staff of attorneys and skilled witnesses to contest the claims of such owners as are not satisfied with the compensation offered by the City, as well as to contest the claims of the owners of property specially assessed, so far as they seek a reduction of their assessments.

Opposed in Court by High-Priced Experts

The City is opposed in the court proceedings by many groups of attorneys and by high priced experts who are employed by property owners and by organizations which make a business of conducting such litigation for a percentage of any reduction which they may secure in the assessment. The City is, therefore, obliged, in performing its duty, to secure the service of the ablest men possible.

The experts employed by the Board of Local Improvements are in every case approved by the Committee on Finance and City Council of Chicago, and, on account of the volume of work, their compensation, as fixed by ordinance of the City Council, is much lower than the rate charged by experts employed by private persons and corporations.

City's Experts Make 469,336 Appraisals

The five real estate and building experts named in the ordinance, and employed by the City, were paid \$2,742,666. As a lump sum this seems a large amount and it is only in terms of lump sums that the experts' fees are attacked. What did they do for these fees?

Each of the five experts personally inspected and appraised 469,336 pieces of property.

They traveled more than 1,000 miles in appraising property four blocks on each side of the 89 miles of streets opened and widened, as required by law.

Prepare 19,000 Sets of Unimpeachable Building Plans

They prepared 19,000 sets of building plans that withstood attack in the courts and saved the city millions of dollars.

They paid for office space and the services of large staffs of draughtsmen, engineers, and other technical help necessary in executing these plans.

They prevented wealthy property owners from robbing the public treasury of twice or three times the value of their holdings.

Had the five experts, in making the 469,336 appraisals, been paid \$1 apiece for each appraisal, the total would have been five times 469,336, or about the total sum paid them. What architect, lawyer, physician or other professional man would render an



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BEFORE AND AFTER



North Michigan avenue before the widening



North Michigan avenue as it is today, photographed from the same point

equivalent of service for \$1? Even labor gets that much and more per hour. The Chicago Real Estate Board's rates provide for a fee of \$50 for appraising a piece of property valued at not more than \$10,000. The rates increase with the value of the property.

A real estate expert does not spring up over night. He requires just as much education and suffers just as much grief from the "hard knocks" of experience as does the man preparing

for the law, medical or any other profession. Is not the opinion of five real estate experts and the work necessary to determine the value of a piece of property worth \$5?

In Two Lawsuits Alone Experts Save City More Than Their Fees for 469,336 Appraisals

In two lawsuits alone, out of the eight thousand cases handled, the five experts' \$1 appraisals enabled the city to save more money than the total paid for the appraisal of the 469,336 pieces of property.

In the Michigan Avenue improvement alone, in which the \$1 appraisals were used, property values jumped \$200,000,000 within a year after its completion. Hundreds of millions of dollars worth of new buildings were erected, giving employment to thousands.

Compensation Fixed by City Council

The compensation of the five experts was fixed by a city council order after months of investigation and after rates in 20 or 30 other cities had been investigated and after consultation with officers of real estate boards and various civic organizations. Mayor Thompson had nothing to do with it.

Were all purchasers of home sites able to get the expert opinion of five disinterested real estate men for the small sum of \$5, would they not be greatly elated? They have to pay three to five times as much.

The work of the five experts hastened to establish the new building lines on widened streets and prevented the erection of at least \$10,000,000 worth of buildings on the old lines for which the city would have had to pay.

Why Chicago Must Do This Now!

The most congested city in the world is New York. Why doesn't New York widen her streets? The answer is, she can't, because it is prohibitive. That is also the reason for New York's lack of playgrounds. They are prohibitive now. Chicago, through Mayor Thompson, who was alderman then, started establishing playgrounds 25 years ago, when there were plenty of vacant lots. Many of the sites couldn't be bought now. The prices would be prohibitive.

With towering skyscrapers built up to the very edge of the lot line on both sides of New York's narrow, congested streets, it would take all the money in Wall street to buy up and slice 15 or 17 feet off the buildings on each side. Chicago is widening her streets now when the cost is not prohibitive. At the city's present rate of growth and building it would be prohibitive in a few years. That is the reason for haste in establishing the new building lines. That is why it was necessary to have experts appraise 469,336 pieces of property. Should those who are making these vast improvements be villified for doing now, for the good of Chicago, what would be impossible a few years hence?

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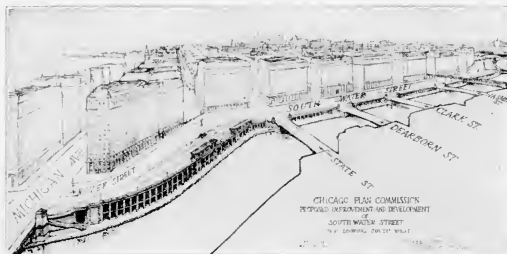
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PRESENT AND FUTURE



South Water street as it is today



Model of proposed South Water street improvement

Details Regarding the 469,336 Appraisals Made by the Much Maligned Experts

The following list, prepared by Mr. John F. Ryan, in charge of the Opening and Widening Division, Board of Local Improvements, shows the number of pieces of property assessed in connection with the improvements noted:

	Pieces Assessed
12th Street	29,440
Western Avenue	66,240
Ashland Avenue	76,544

	Pieces Assessed
Beverly Avenue	7,360
Robey Street	32,384
Randolph Street	4,416
Ogden Avenue	89,792
South Water Street	22,080
Michigan Avenue	18,400
Peterson Avenue	14,720
Taylor Street	5,386
Polk Street	5,886
Harrison Street	5,164
Desplaines Street	6,131
Jefferson Street	5,275
Clinton Street	7,360
22nd Street	7,145
Indiana Avenue	11,848
79th Street	16,192
95th Street	23,552
Market Street	736
Sunnyside Avenue	3,680
Addison Street	2,944
53rd Street	2,508
Fullerton Avenue	4,151
Total	469,336

A Certificate As to the Facts

The following letter from Mr. Ryan, referring to above list, is self-explanatory:

CITY OF CHICAGO Board of Local Improvements

MR. M. J. FAHERTY,
President, Board of Local Improvements,
207 City Hall.

Dear Sir:

I am attaching herewith a list of the large street improvements handed by this division showing the number of pieces of property, to wit, 469,336 pieces, involved in such improvements.

This list has been carefully tabulated from our official maps.

This is to certify that the experts who were employed by the City of Chicago in connection with the foregoing improvements and the pieces of property involved; estimated the fair assessment, if any, against said pieces of property, and each of them; estimated the benefits, if any, to such pieces of property, and the public benefits, if any; estimated the damages, if any, to each of said pieces of property, both building and land; estimated the value, if any, of said pieces of property, or part thereof, building or land, or both, taken by the City of Chicago in connection with the foregoing improvements; made notations concerning all of such estimates, and drew plans and specifications in connection with such work.

Yours very truly,

(Signed) JOHN F. RYAN.

In charge of Opening and Widening
Division, Board of Local
Improvements.
809 Stock Exchange Building

PRESENT AND FUTURE



South Water street as it is today



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Ashland Avenue	76,544

	Pieces Assessed
Beverly Avenue	7,360
Robey Street	32,384
Randolph Street	4,416
Ogden Avenue	89,792
South Water Street	22,080
Michigan Avenue	18,400
Peterson Avenue	14,720
Taylor Street	5,386
Polk Street	5,888
Harrison Street	5,164
Desplaines Street	6,131
Jefferson Street	5,275
Clinton Street	7,860
22nd Street	7,145
Indiana Avenue	11,848
79th Street	16,192
95th Street	23,552
Market Street	736
Sunnyside Avenue	3,680
Addison Street	2,044
53rd Street	2,508
Fullerton Avenue	4,151
Total	469,336

A Certificate As to the Facts

The following letter from Mr. Ryan, referring to above list, is self-explanatory:

CITY OF CHICAGO Board of Local Improvements

MR. M. J. FAHERTY,
President, Board of Local Improvements,
207 City Hall.

Dear Sir:

I am attaching herewith a list of the large street improvements handled by this division, showing the number of pieces of property, to wit, 469,336 pieces, involved in such improvements.

This list has been carefully tabulated from our official maps.

This is to certify that the experts who were employed by the City of Chicago in connection with the foregoing improvements and the pieces of property involved; estimated the fair assessment, if any, against said pieces of property, and each of them; estimated the benefits, if any, to such pieces of property, and the public benefits, if any; estimated the damages, if any, to each of said pieces of property, both building and land; estimated the value, if any, of said pieces of property, or part thereof, building or land, or both, taken by the City of Chicago in connection with the foregoing improvements; made notations concerning all of such estimates, and drew plans and specifications in connection with such work.

Yours very truly,

(Signed) JOHN F. RYAN.

In charge of Opening and Widening
Division, Board of Local
Improvements.
809 Stock Exchange Building

THE TRACTION SITUATION IN CHICAGO

Present Franchise Ordinances Expire February 5, 1927, during next Mayoralty Term; The Traction Interests and Certain Chicago Newspapers want a mayor who will give the companies what they want.

The Thompson plan for People's Ownership and Operation of Street Car Lines, now pending before the Legislature, offers a practical solution of Present Situation, and relief from poor service and excessive rates.

The legislature should give the people the proposed Thompson plan, permitting them to vote to protect their own interests.

PEOPLE'S ownership and operation of the Chicago street car lines means better service at lower rates. The strap-hangers of Chicago know this. They have had a long and unsatisfactory experience with the private corporations which now occupy the public streets of Chicago and control the local transportation situation.

Better Service, Not Big Dividends, Proper Aim

The car-riders of Chicago know that under the Thompson plan for people's ownership and operation of the street car lines, managed by trustees elected by the people, the emphasis will be put upon improved service, since popular approval would be the objective, rather than the piling up of private profits to pay dividends on watered stock.

People Have Always Voted for Public Ownership

That the voters of Chicago are in favor of public ownership and operation of street railways they have many times proven at the ballot box.

Between 1902 and 1907, in elections covering at least eight different propositions, the people have gone on record by votes of 3 and 4 to 1 in favor of such ownership and operation. These propositions included the adoption of the Mueller law and the proposed issuance of "not to exceed \$75,000,000" of Mueller law certificates to provide funds for the purchase of the street railway lines.

Were Misled Into Approval of 1907 Ordinances

At that time there were two companies operating the principal lines. The service was so poor that it could be no worse, and because the companies promised to establish first-class, adequate service, with universal transfers, through routes and a permanent 5-cent fare, and being misled into the belief that it meant early public ownership, the people, by a vote of 167,367 to 134,281,

on April 2, 1907, approved the so-called settlement ordinances: "Authorizing the Chicago City Railway Company and the Chicago Railways Company, respectively, to construct, maintain and operate street railways in said city and *providing for the purchase thereof by the said City or its licensee.*"

Given Glowing Promises of Good Service

In 1907, the traction and newspaper interests made to the people glowing promises of satisfactory street-car service—plenty of large, clean, sanitary cars, early municipal ownership, no "strap-hangers" and a guaranteed 5-cent fare for 20 years—provided the people would vote "Yes" on the then pending ordinances. The people voted "Yes." How have those promises been kept?

"Daily News" and "Tribune" Aided Traction Company Plans

The *Chicago Daily News* and the *Chicago Tribune*, then, as now, the faithful supporters of the traction magnates, printed sample ballots, instructing their readers how to mark in favor of the proposed ordinances.

The day before election, 1907, the *Chicago Tribune* said:

"What Chicago Needs"

"Chicago needs an up-to-date traction system. It will have one if the traction ordinances shall be adopted. . . . If they should be beaten the people would have to put up with wretched street car service for an indefinite time. The men who wish to ride comfortably should go to the polls tomorrow and vote for the ordinances."

The day after election, 1907, the *Chicago Tribune* said:

"Chicago Redeemed"

"The thorn in the flesh has been pulled out. The traction question which has kept the community on the gridiron for nearly ten years has been disposed of.—After years of suffering the people are to have respectable street car service. . . . The traction question is settled. . . . The sun has broken through the clouds and shines on Chicago.

"Good Car Service Wins"

"Ordinances providing for a new and up-to-date street car system were approved yesterday at the polls by the voters and are now in force."

Two days before election the *Chicago Daily News* said:

"Settlement or Chaos"

"The most important question which the voters will be asked to decide on the little ballot Tuesday is whether we shall have chaos on the traction question or immediate

improvement in service and an orderly development of transportation facilities. . . .

"The pending ordinances provide the quickest, safest and probably the cheapest way to secure municipal ownership if that is what the people want. In the meantime . . . the traction service can be made good.

"It is difficult to believe that the people will prefer further confusion and disappointment to the fair settlement of the traction question which the ordinances offer."

On March 13, 1917, the *Daily News* said:

"The election to be held April 2, is perhaps the most important in the history of Chicago. . . .

"If a majority of the voters approve the traction ordinances passed by a vote of 57 to 12 by the Common Council (over the veto of the then Mayor) the long delayed reconstruction of the city's street car service begins at once. If, on the other hand, a majority reject the ordinances, relief from demoralized, make-shift service of many years' standing must await the uncertainty of prolonged litigation."

Public Ownership Gets Judicial Set-Back

Only 16 days after the people of Chicago had voted approval of the 1907 traction ordinances, the Supreme Court of Illinois, April 18, 1907, reversed the decision of the Circuit Court of Cook County (Judge Windes) and held that the special street railway certificates authorized by the Mueller law would constitute a debt of the City of Chicago, notwithstanding the provisions of the statute and of city ordinance of January 18, 1906, that they should not be so considered; and held that the city could not then issue such certificates because the city had reached its constitutional limit of indebtedness. (See *Lobdell vs. City of Chicago*, 227 Ill. 218.) The Thompson Plan for People's ownership provides for the creation of a new municipal corporation, a "Transportation District," with adequate financial power, if authorized by vote of the people.

People Betrayed by Bion J. Arnold

The 1907 franchise ordinances contain provision for a board of three supervising engineers. One of these was Bion J. Arnold, whose name was written into the ordinance. He was represented by the *Chicago Daily News* and *Chicago Tribune* to be a friend of the people. The other two were selected, one by the company and one by the Mayor. But Arnold betrayed the people, as the *News* and *Tribune* devotees usually do, and voted with the representative of the traction company instead of with the representative appointed by the Mayor.

"Capital Account" Included Obsolete Equipment

In order to settle all differences between the companies and the City, all the alleged rights and property of the companies was

turned into a so-called "Capital Account" at \$55,775,000, as provided for in the ordinances; the "Capital Account" being the price at which the City, if it had the money, could then have purchased the lines.

Paying Companies 5 Per Cent Annually

This \$55,775,000 was the agreed "purchase price" and was supposed to include all the money that had at any time been put into the street car lines by any of the earlier companies, which had been taken over by the companies covered by the ordinances, and on this sum, as on all additions to "Capital Account," the companies were to get 5 per cent annually, although, as a matter of fact, it represented practically no existing property.

"Capital Account" Inflated to Staggering Totals

The Supreme Court having held the proposed issue of Mueller law certificates, to be invalid, and the city being without financial power to purchase the lines, the chances for public ownership were not very promising. The companies, operating under the 1907 ordinance, proceeded to build up the "Capital Account" to unheard-of proportions, every conceivable excuse for adding to it being "approved" by the Arnold board of supervising engineers, until in 1919 it had reached the staggering total of \$156,000,000. It is now approximately \$162,000,000.

Companies Made 100 Million Dollars Profit on 5-Cent Fare

Although their contracts had still nine years to run and under them the car companies made more than 100 million dollars in profits, they were not satisfied, and in 1918 (when one-third of the voters of Chicago were away on account of the war), aided by the *Chicago Daily News* and the *Chicago Tribune*, they induced the City Council to pass a new ordinance which in effect proposed a perpetual grant of all local transportation privileges, overhead, surface and underground, to a new company, thereafter to be formed, under which the people would lose their last vestige of control.

Sought Extension of Time and Higher Rates in 1918

The proposed ordinance of 1918 fixed values on property of the elevated roads at \$71,000,000 and of the surface lines at \$150,000,000; promised a fixed return of from 5 per cent to 8 per cent on this capitalization, regardless of the junk it was supposed to represent; created a board of "trustees," composed almost wholly of traction officials and bankers with power to fix rates of fare, and with no limit on either salaries or expenses, and no power retained by the people to remove the trustees or officials.

Voters Sustain Mayor's Veto: Defeat Ordinance

This ordinance was vetoed by Mayor Thompson, but the City Council, under the lash of the *Daily News* and the *Chicago*

Tribune, passed it over the Mayor's veto. It was submitted to a vote of the people at the election Nov. 5, 1918. They sustained the Mayor's veto and rejected the ordinance by a majority of 3,652 votes.

Lowden Utilities Commission Authorized 8-Cent Fare

Being thus defeated at the hands of the people, the Chicago Surface Lines, in November, 1918, applied to the State Public Utilities Commission appointed by Governor Frank O. Lowden, for an increase in rates of fare. Although it was pointed out to both the commission and to the then Governor that any increase in rates above a 5-cent fare was contrary to the terms of the contract contained in the ordinances of 1907 and that the people were entitled to a 5-cent fare throughout the life of the ordinances, viz., until February 5, 1927, the Lowden Commission granted the increase, and in effect held that the contract ordinances were binding upon the people, giving the companies a right to operate in the city streets, but were not binding upon the companies so as to require them to live up to the provisions relating to rates of fare or character of service.

Increase Equal to a \$20 Annual Tax on Each Regular Passenger

The increase in car-fares from 5 cents to 8 cents allowed by the Lowden Public Utilities Commission, was equal to a direct tax on every regular patron of the surface lines of \$21.90 per year: or more than \$100 annually for a family of five persons. The proceeds of this tax go into the pockets of the traction companies and on the basis of the number of persons then using the Surface Lines, amounted to about \$60,000 per day, \$18,000,000 per year, or about \$150,000,000 during the period before the franchise of the companies expire in February, 1927.

(It is worthy of note in this connection that the newspapers which proclaim so loudly and so untruthfully against necessary increases in taxation for municipal purposes, have no word to say against this high-handed species of taxation for the benefit of the traction companies. Do you wonder why?)

Mayor Proposes Plan for People's Ownership of Car Lines

Under these circumstances, Mayor Thompson proposed to the City Council an ordinance, which was adopted, authorizing the creation of a Commission on Local Transportation to study the situation and to suggest a plan for "People's Ownership, and Operation of street car lines with a permanent 5-cent fare."

Engineers and attorneys were employed and a thorough study was made of the local transportation situation and of the existing laws.

Local Transportation District Planned

The report of this Commission held that the street car lines could be efficiently operated, at a profit, on a 5-cent fare, if

honestly financed and managed. It recommended the passage of a law by the Illinois legislature under which the people, if they so desired, could create a local transportation district, and through trustees elected by themselves, might own and operate the street cars at a 5-cent fare. The proposed law would permit ownership and operation of any means of local transportation, surface, elevated, subway, monorail or motor buses if voted by the people. A proposed act was submitted as a part of the report of this Commission. This report and recommendation was submitted to and approved by the City Council of Chicago, which adopted resolutions urging the General Assembly to enact the suggested law.

Traction Interests Defeat Enabling Act

In the meantime, people of Illinois had elected a new Governor, pledged to do all in his power to restore home rule to Chicago in the matter of control over their local public utilities.

Enabling legislation along the lines proposed by Mayor Thompson's traction commission was introduced and successfully overcame all opposition in the House of Representatives, but was defeated in the Senate by a bare two votes—due largely to the hostile influence of the traction interests and the prejudices created by the *Chicago Daily News* and the *Chicago Tribune*.

Illinois Commerce Commission Succeeds Lowden Board

The legislative session, however, was not wholly void of beneficial results to Chicago strap-hangers since it repealed the Lowden Public Utilities act and in its stead enacted the present law under which the Illinois Commerce Commission was created.

This Commission, appointed by Governor Len Small, after an extended hearing upon a petition filed by Mayor Thompson in behalf of the City, held, in a report dated Nov. 23, 1921, as follows:

"Street Car Fare Excessive: Service Inadequate and Inefficient

"(1) That at no time since September 29, 1915, have the companies rendered safe, adequate or efficient service; that, on the contrary, the service rendered by them has, during all of said time, been grossly inadequate and inefficient; that said companies have not complied with the law of the State of Illinois in relation to service, with the license ordinances of the City of Chicago, nor with any of the orders of the Public Utilities Commission of Illinois, as to service.

"(2) That the service rendered by said companies is reasonably worth no more than a five-cent fare, which will be reasonable compensation to the companies for the service now being rendered by them and will be just, reasonable and sufficient rates for them to charge and collect for such service.

"(3) That the companies are managing and operating their street railways extravagantly and inefficiently; that they have recently suggested economies in the management and operation of their companies which will increase efficiency and reduce costs of operation, which should be immediately undertaken.

"(4) That the schedules of rates now on file by the companies are unjust, unreasonable and excessive."

The Illinois Commerce Commission thereupon entered the following order:

"It is, therefore, ordered that beginning on the 25th day of November, A. D. 1921, the rates of fare shall be as follows: For a continuous trip in one general direction, within the present limits of the City of Chicago, the sum of five (5) cents for each passenger twelve (12) years of age or over, and three (3) cents for each passenger under (12) years of age; provided, that children under seven (7) years of age accompanied by a person paying fare shall be permitted to ride free."

Court Enjoins Enforcement of 5-Cent Fare Order

This order of the Illinois Commerce Commission re-established the 5-cent fare, but its enforcement was prevented by an injunction issued by Judge Carpenter of the Federal District Court, at the instance of the Street Car companies who claimed that a five-cent rate was "confiscatory."

Cuts Fare from 8 Cents to 7 Cents, Saving Patrons \$9,000,000 Yearly

The enforcement of a later order of the Illinois Commerce Commission fixing the fare at 6 cents, was temporarily enjoined by Judge Page of the Federal District Court, but in this later proceeding the court made it a condition of his granting the temporary injunction that the companies should reduce their rate from 8 cents to 7 cents or 3 tickets for 20 cents, which saving to the street car patrons means a total of about \$25,000 per day, or at the rate of \$9,000,000 per year. The final disposition of this injunction proceeding is still unsettled.

Enabling Acts Now Pending Before New Legislature

In the meantime, a new General Assembly has been elected by the voters of Illinois and is now in session. Among the very first measures introduced in both branches of the legislature are the enabling acts under which, if passed, the people of Chicago will be able to decide for themselves, by vote, for or against the Thompson Plan for people's ownership and operation of the street car lines at a 5-cent fare.

BOARD OF LOCAL IMPROVEMENTS

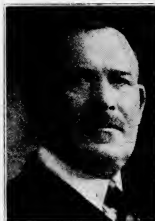
M. J. Faherty, President

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Constructed 402 miles of sewers.

Eighty-nine miles of street openings and widenings, completed or under way, including the great boulevard link bridge, Twelfth street widening and Ogden avenue extension, by which property values were increased hundreds of millions of dollars.

Twenty-seven times more work in street widening and street extensions than during all previous administrations from the Chicago Fire to Mayor Thompson.



M. J. FAHERTY

CAESAR AUGUSTUS found Rome a village of wood and brick; he left it a marvelous city of stone and marble. William Hale Thompson found Chicago with many unsightly spots, congested streets and a lack of recreation facilities; he is making it a "city beautiful" with wider thoroughfares, monumental buildings and all modern conveniences.

Another Roman emperor, Diocletian, built a chain of natatoriums—Clarendon beaches of the day; had William Hale Thompson been in Diocletian's sandals, the history books probably would have read the same, except that playgrounds, parks and bathing beaches might have been substituted for swimming pools.

Natatoriums were "old stuff" in Diocletian's time, but Thompson's first municipal playground for children in Chicago, established while he was an alderman, was the first in the United States. That was in 1900—the beginning of William Hale Thompson's career as "the builder."

Public Improvements Promote Prosperity

Paris underwent a transformation of unparalleled magnificence under the Emperor Napoleon III and Georges Eugene Haussmann, Prefect of the Seine, which made that city the most beautiful capital in Europe and which still brings millions of visitors to her gates and millions of dollars to her people.

The improved area of Paris was about thirty-one square miles. The area of Chicago, for which improvements are completed or are under way in all stages from



EDWARD J. GLACKIN

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EDWARD J. GLACKIN



DAVID W. CLARK

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The Western avenue improvement alone is 23½ miles long. It is the longest street improvement in the history of municipal undertakings, anywhere.

Thompson Administration City's Most Constructive Period

The years from the Chicago fire in 1871 until 1915 constituted a great era of both private building and public improvements. During the years from 1915 to 1922, however, there was completed or under way in some stage from court proceeding to finished construction twenty-seven times as much work on street widenings and extensions as was done during the forty-three years prior to that time.

As alderman, as county commissioner and as mayor, William Hale Thompson has always been a builder. Throughout his public career he has been an indefatigable worker for the extension of the city's park, boulevard and drive systems. Especially, he has fostered the development of the parks and playgrounds which now practically surround the city.

Made Many Civic Dreams Come True

Some of the greatest civic improvements brought about under Mayor Thompson's administration are the Michigan avenue widening, with its great boulevard link bridge, Twelfth street widening and the Ogden avenue extension. The connection between the Lincoln Park and South Park boulevard systems had been talked of for many years, but Mayor Thompson acted.

The Michigan avenue widening includes a two-level thoroughfare and a double-deck bascule bridge across the Chicago river, the first of its kind ever built anywhere.

While the Michigan avenue improvement cost \$15,000,000, yet property values have increased from that widening about \$200,000,000. The increased value of the property will give the city a corresponding increase in revenue from taxation. In this way public improvements are good business investments for the city.

The same is true of Ogden avenue, West Randolph street, Twelfth street,



LEONARD WITHALL



W. S. FINUCANE

Western avenue and Ashland avenue, and will be true of every street improvement when completed.

Prompt Action by Department Protected City

The reason for having land and buildings immediately appraised by real estate and building experts was to establish new building lines and keep property owners from erecting new buildings on the old established lines. Because these new lines have been established more than \$5,000,000 worth of new buildings have been put up back of the new line; that much is therefore saved the city. It is safe to say that if the new lines had not been established twice as many new buildings would have been erected on the old lines for which the city would have to pay at least \$10,000,000 additional.

As a result of the Michigan avenue improvement, monumental buildings like the Drake Hotel, the Wrigley Building and the London Guaranty & Accident Company building were erected. The cost of the Drake Hotel was about \$8,000,000; the hotel paid \$61,041.74 in taxes in 1921 and the Wrigley Building paid \$50,272.01. The Michigan avenue improvement is responsible for the erection of these buildings, and from a commercial standpoint the completion of the boulevard link has developed a favorable site unsurpassed in any city in the world for office buildings, hotels, clubs, theatres, stores and shops, increasing the opportunity for continuing the erection of magnificent buildings, and making Michigan avenue the main connection thoroughfare between the north and south sides. It is destined to carry the heaviest business and pleasure traffic of any street in the world.

Public Improvements Increase Property Values

The Tribune Company has located along the link and has erected a modern newspaper manufacturing plant. If the Tribune Company follows out its plan to erect a \$7,000,000 structure on Michigan avenue, it will mean an additional \$30,000 a year in taxes to the city, which will come by reason of the Michigan avenue improvement. The owners of the Wrigley Building have purchased the adjoining property and will erect a fine structure at once.



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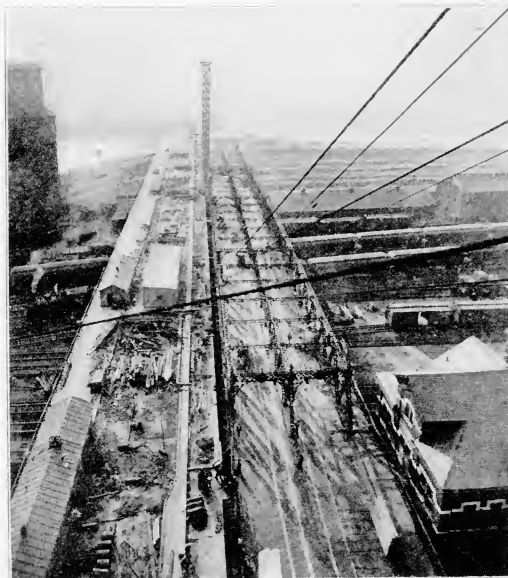


Wrecking buildings for the Ogden avenue extension

Every street widening increases property values and means increased revenue to help pay the costs of government—city, county and state.

This, in brief, is the story of "Thompson, the Builder." The appended resume of the work of the Board of Local Improvement tells it in detail:

On January 1st, 1915, there were 2,059.32 miles of paved streets and alleys in the City of Chicago. Since that time the

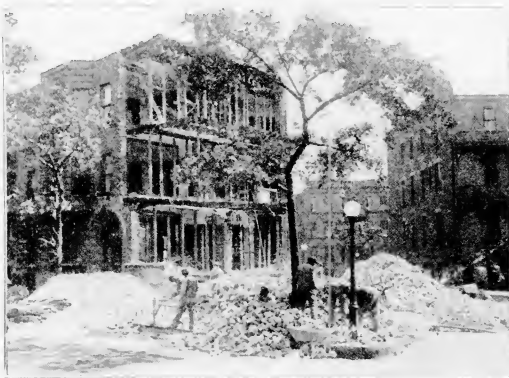


Roosevelt Road viaduct, photographed from the Clark street tower, looking west

board has paved 832.35 miles of streets and alleys, at a cost of \$42,830,993.32, as follows:

Year	Miles	Cost
1915	149.67	\$5,302,081.00
1916	163.46	6,156,960.00
1917	166.56	7,464,453.00
1918	76.77	4,340,892.00
1919	54.03	3,127,165.08
1920	55.10	3,484,877.16
1921	70.37	5,456,504.97
1922	96.39	7,498,060.11
	832.35	\$42,830,993.32

Prior to 1915 the total mileage of sewers in Chicago amounted to 2,202 miles, at a total cost of \$34,800,000.00. During the past

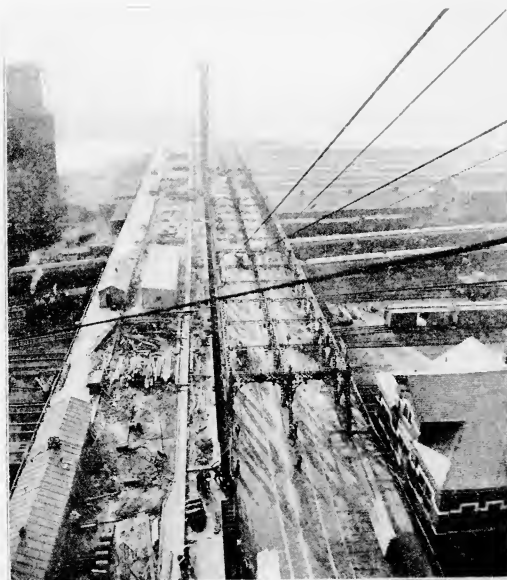


Wrecking buildings for the Ogden avenue extension

Every street widening increases property values and means increased revenue to help pay the costs of government—city county and state.

This, in brief, is the story of "Thompson, the Builder." The appended resume of the work of the Board of Local Improvement tells it in detail:

On January 1st, 1915, there were 2,059.32 miles of paved streets and alleys in the City of Chicago. Since that time the



Roosevelt Road viaduct, photographed from the Clark street tower, looking west

board has paved 832.35 miles of streets and alleys, at a cost of \$42,830,993.32, as follows:

Year	Miles	Cost
1915	149.67	\$5,302,081.00
1916	163.46	6,156,960.00
1917	166.56	7,464,453.00
1918	76.77	4,340,892.00
1919	54.03	3,127,165.08
1920	55.10	3,484,877.16
1921	70.37	5,456,504.97
1922	96.39	7,498,060.11
	832.35	\$42,830,993.32

Prior to 1915 the total mileage of sewers in Chicago amounted to 2,202 miles, at a total cost of \$34,800,000.00. During the past

eight years there were constructed 402 miles of sewers at a cost of \$8,808,400.00, as follows:

Year	Miles	Cost
1915	88	\$1,602,500.00
1916	84	1,732,100.00
1917	79	1,226,600.00
1918	33	651,200.00
1919	23	890,000.00
1920	22	842,000.00
1921	31	664,000.00
1922	42	1,200,000.00
	402	\$8,808,400.00

A total of 57,439 drains were constructed during the past eight years at a cost of \$881,771.00, as follows:

Year	No. of Drains	Cost
1915	9,178	\$ 92,262.00
1916	10,069	128,557.00
1917	12,668	174,022.00
1918	4,595	63,655.00
1919	4,136	45,983.00
1920	2,011	29,446.00
1921	5,232	96,544.00
1922	9,550	251,302.00
	57,439	\$881,771.00



Looking south on Western avenue at Grenshaw street, showing the cutting line in the widening of that street



Roosevelt Road viaduct at State street, looking north

The board laid 1,281 miles of sidewalks during the past eight years, at a cost of \$7,284,368.25, as follows:

Year	Miles	Cost
1915	270.157	\$1,085,034.28
1916	291.696	1,147,484.61
1917	212.800	1,082,816.58
1918	90.074	488,746.04
1919	99.823	640,163.60
1920	82.736	762,103.75
1921	93.050	738,325.39
1922	141.000	1,339,694.00
	1,281.000	\$7,284,368.25

Openings and widenings from 1915 to 1922, inclusive, were as follows:

Year	Mileage	Cost
1915	3 miles	\$ 38,362.00
1916	3 3/4 miles	58,986.00
1917	6 7/8 miles	3,490,647.00
1918	9 1/2 miles	13,765,748.00
1919	15 1/4 miles	31,115.00
1920	7 1/2 miles	1,159,841.00
1921	3 3/8 miles	4,696,404.00
1922	52 3/4 miles	50,768,232.00
Total	89 miles	\$74,009,385.00

INTENTIONAL SECOND EXPOSURE

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	1,281.000	\$7,284,368.25

Openings and widenings from 1915 to 1922, inclusive, were as follows:

Year	Mileage	Cost
1915	3 miles	\$ 38,362.00
1916	33½ miles	58,985.00
1917	67½ miles	3,490,647.00
1918	9½ miles	13,765,748.00
1919	15½ miles	31,115.00
1920	77½ miles	1,159,841.00
1921	35½ miles	4,696,404.00
1922	52¾ miles	50,768,282.00
Total	89 miles	\$74,009,385.00

DEPARTMENT OF HEALTH

John Dill Robertson and Herman N. Bundesen, City Health Commissioners During Mayor Thompson's two Administrations

Reduced the death rate from 14.16 per thousand in 1914 to 11.08 per thousand in 1921 and 11.188 per thousand in 1922. Total net saving of 25,843 human lives.

Death rate from children's diseases cut thirty per cent., typhoid fever eighty-five per cent., scarlet fever eighty-five per cent., consumption to one-half, and smallpox and cholera to practically zero.

Outbreaks of milk-borne contagious diseases prevented by fight on dirty milk stations.

New municipal contagious disease hospital opened and 15,750 cases treated there.

Effective war on venereal diseases launched and 3,730 victims hospitalized in Lawndale Hospital, preventing approximately 500,000 infections.

Health Record of the Thompson Administration Never Equalled



HERMAN N. BUNDESEN,
Health Commissioner
for one year

"THE health status of a community is generally accepted as the most reliable index of the intelligence of its people and the efficiency of its governing body."

If this be true, Chicago takes first rank among the large cities of the world in points of intelligence of its people and efficiency of its local government.

Chicago ranks highest among the large cities of the world in point of healthfulness.

During the last two years its general death rate has dropped to the unprecedented low mark of 11.08 per thousand of the population, the lowest point ever reached in the history of this city.

Not in any preceding period of eight years has the general death rate been so low as during the eight years of the Thompson



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administration — 1915-1923 — notwithstanding the influenza epidemics of 1917-1918-1920.

The low rate of these last eight years represents a saving of 25,843 lives, as compared with the record of the eight years immediately preceding 1915.

In Illinois the maximum value of a human life is fixed by the legislature at \$10,000. On that basis, the 25,843 lives saved in Chicago during the eight years of the Thompson administration would represent a saving of \$258,430,000.

Health Laws Vigorously Enforced

Vigorous and impartial enforcement of health laws, always urged and staunchly supported by Mayor Thompson, together with intensive campaigns, intelligently directed against all foes of the public health, have not only characterized the Thompson administration but have yielded results of greatest importance to all Chicagoans.

No health organization, no matter how efficiently manned and financed, could have achieved such results without the wholehearted and continuous support of the city's chief executive, the Mayor.

Notable decrease has been made in practically all of the contagious and infectious diseases.

The typhoid fever death rate is considered the best index of the efficacy of sanitary measures in a community. A study of the typhoid fever death rate in Chicago during recent years shows that the annual death rate from this disease, per 100,000, has been reduced from 6.90 in 1914 to 1.1 in 1921 and 1922.

During the last six years Chicago has had a lower annual death rate from typhoid fever than any other city of 500,000 population, or over, in the world. The reduction in the typhoid fever death rate in Chicago is shown graphically in the accompanying chart. In this chart are also indicated the principal measures which are responsible for this decrease. The chart also shows the marked reduction in the annual death rate from this disease which followed the chlorinization of the entire water supply in 1916, and the pasteurization of 98 per cent of the milk supply in 1917.

Tuberculosis Death Rate Reduced

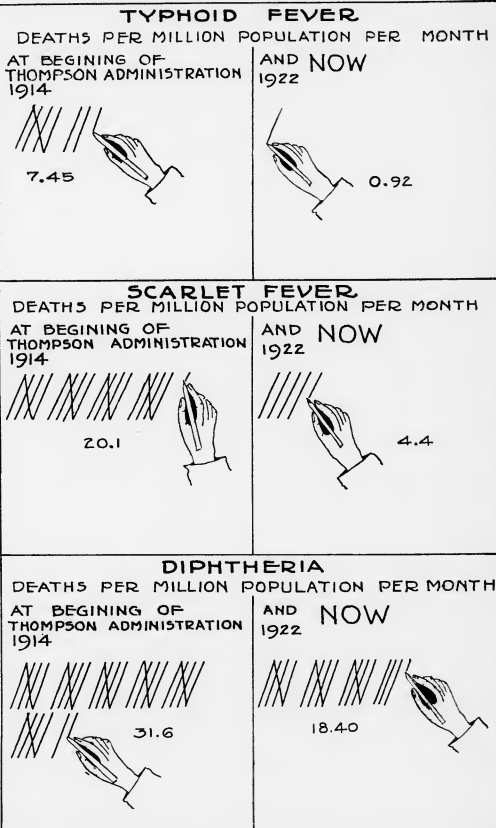
The tuberculosis death rate has been almost cut in two since 1914. In that year there occurred 163 deaths from tuberculosis, in each 100,000 of population. This was reduced to 78 in each 100,000 in 1922. This means that in 1914 there were more than eleven deaths per day from this disease, as compared with only six per day during the year 1922.

Less Scarlet Fever and Diphtheria

The death rates from scarlet fever and diphtheria in Chicago during recent years are shown in the accompanying charts.

SAVING LIVES IN CHICAGO

CHART SHOWING NUMBER OF DEATHS PREVENTED BY EFFICIENT CONTROL MEASURES



The average annual death rate from scarlet fever during the last four years was 5.3 per 100,000, as compared with 24.1, the average annual death rate during the four years preceding 1915.

The average annual death rate from diphtheria during the last four years was 22.1, as compared with an annual rate of 38.1 per 100,000 during the four years preceding 1915.

Since October 1, 1915, there have been no milk or food-borne outbreaks of contagious diseases. This is due to the efficient pasteurization of the milk supply under the Health Department's supervision. Prior to that time, from 1911 to 1915, nineteen such epidemics occurred.

During the last five or six years much work has been done to prevent diphtheria. Facilities have been provided by the Department of Health for the protection of children against this disease by vaccination with toxin-antitoxin. The Department has also seen to it that every child sick with the disease has been given the benefits of toxin-antitoxin early in the treatment of this malady.

Smallpox Kept Out of Chicago

Ever since the war the country has been threatened with outbreaks of smallpox, and serious epidemics of the disease have occurred in a number of neighboring cities. The Department of Health has taken special precautions to prevent the spread of the disease to Chicago. All cases appearing in the city were placed in the Isolation Hospital at once and all persons who had been exposed to a case were vaccinated and kept under observation. As a result there has been no outbreak of smallpox in Chicago.

New Contagious Disease Hospital Opened

The new Municipal Contagious Disease Hospital, with a capacity of 425 beds, was completed and opened on January 8, 1917. Since that time 15,750 cases of contagious disease have received hospital care at this institution. The average death rate of cases cared for at the hospital has not been above eight per cent.

Influenza Death Rate Low Here

The pandemic of influenza swept around the world and first reached Chicago in September, 1918. The disease spread rapidly, reaching its high point on October 17, and gradually declined until about the first of December.

From September 21 to December 1, 1918, 48,331 cases of influenza and 16,889 cases of pneumonia were reported to the Department of Health. The excess number of deaths which occurred from September 19 to December 31, in this year, due to influenza and pneumonia, attributable to the influenza epidemic, totaled 9,826. Only one other large city in America had a lower excess death rate than Chicago.

In January, 1920, there occurred a secondary endemic outbreak of influenza in the United States. This reached Chicago on January 10, and the disease prevailed here for approximately

SAVING LIVES IN CHICAGO

CHART SHOWING NUMBER OF DEATHS PREVENTED
BY EFFICIENT CONTROL MEASURES

TUBERCULOSIS

NUMBER OF DEATHS PER DAY

AT BEGINNING OF
THOMPSON ADMINISTRATION
1915



AND NOW
1922



LIVES SAVED EACH DAY
5.42

DIARRHEAL DISEASES

UNDER TWO YEARS OF AGE—
NUMBER OF DEATHS PER DAY

AT BEGINNING OF
THOMPSON ADMINISTRATION
1914



AND NOW
1922



LIVES SAVED EACH DAY
4.92

CHILD MORTALITY

UNDER ONE YEAR OF AGE—
NUMBER OF DEATHS PER DAY

AT BEGINNING OF
THOMPSON ADMINISTRATION
1914



AND NOW
1922



LIVES SAVED EACH DAY
5.00

even weeks. During the months of January and February, 1920, there were reported 37,776 cases of influenza and pneumonia, and the deaths from these two diseases numbered 3,771. The total death rate from all causes during this year was 12.77 per 1,000, which is 0.25 per 1,000 in excess of the death rate prevailing during the previous year.

Few Deaths from Infantile Paralysis

In the summer and fall of 1916 there occurred an outbreak of infantile paralysis which spread westward from New York City. In the fall of 1917 there was a marked recurrence of the disease. Nearly all cities in the country suffered severely from the disease in either one or both of these years.

The number of cases reported and the death rates from infantile paralysis in Chicago and New York City in 1916 are shown in the following table:

	Chicago	New York
Cases reported	288	9,023
Deaths	49	2,448
Death rate	2.98	43.69

The universal hospitalization of these cases in Chicago, the publicity concerning the disease, and the medical service instituted by the Department of Health, undoubtedly are the agencies responsible for the results accomplished.

Campaign Against Venereal Diseases

In June, 1917, upon the recommendation of the Morals Commission and the Commissioner of Health, the City Council passed an ordinance requiring the reporting of venereal diseases and giving the Department of Health the same control over this class of infections as over other contagious diseases. Since that time many other cities and states in the country have passed similar laws.

Following the passage of this ordinance, there was established a clinic at the Iroquois Memorial Hospital for the treatment of patients suffering from these diseases. Arrangements were also made with the courts and the Police Department for the examination for venereal diseases at this clinic of all prostitutes arrested by the Police Department.

In June, 1918, the old Contagious Disease Hospital was opened for the reception of women found suffering from venereal diseases. In November, 1920, the operation of the old Contagious Disease Hospital was discontinued and venereal disease cases were received for treatment in a ward of the new Municipal Contagious Disease Hospital. Since the opening of the venereal disease hospital in 1918, 3,730 patients, largely prostitutes, have been quarantined there and given treatment for venereal disease until found non-infectious. This amounts to 101,908 hospital days'

quarantine and treatment of such cases, considering the length of time that each patient was in the hospital.

Had the women thus infected been permitted to remain at large and infect on an average five men a day, 509,540 infections with venereal disease would have occurred.

The Department of Health, in co-operation with the United States Government and the State Department of Health, have maintained during the last five years five Venereal Disease dispensaries for those who cannot afford to pay for treatment. Thousands of men and women have been given free medical treatment, including free Salvarsan.

The Department of Health has also ceased to recognize the double standard of morals. Men arrested in houses of prostitution are now examined and, if found infected, are dealt with in the same way as the women.

Infant Welfare and Birth Registration

The first step in the conservation of child life is the proper registration of the births. In 1918 only about 77.4 per cent of the births occurring in the City of Chicago were reported. Due to the efforts of the Department of Health, working in co-operation with the physicians and hospitals, birth registration is now practically complete and, as a result, Chicago and Illinois were in 1922 admitted into the Birth Registration Area by the U. S. Census Bureau.

The Department of Health has been operating four infant welfare stations for a number of years. The records of these stations in 1921 showed that the mortality rate of children cared for at the infant welfare stations was 11.8 per 1,000, as compared with a rate of 89.6 for the city at large.

With this record, it seemed advisable to establish additional infant welfare stations. Upon the urgent request of the Commissioner of Health, the City Council, in 1922, appropriated funds for the establishment and maintenance of twenty stations. These were established in parts of the city where they seemed to be most needed and where other clinics were not available.

The mortality of children under one year of age, per 1,000 of population, all causes, has been gradually reduced since 1916, and in 1922 was the lowest in the history of the city. This reduction is largely due to the prevention of diarrheal diseases, which were the principal cause of death at this age period.

In 1914, one out of eight children born died before reaching the age of one year. Today the death rate has been reduced to one death in eleven born.

The death rate of children under one, and from diarrheal diseases under two years, is shown in the accompanying chart.

Street Car Ventilation

Great improvement has been made in the ventilation of the street cars operating in Chicago.

It will be noted that since 1917 there have been no unventilated cars in the city, and that the number of ventilated cars has steadily increased since 1911. All new cars are ventilated in accordance with the requirements of the ordinance.

Chicago Training School for Home and Public Health Nursing

In 1919, following the need felt for additional nurses during the influenza epidemic, the Commissioner of Health organized and established the Chicago Training School for Home and Public Health Nursing.

The prime object of the school is to give training in home nursing, but the course includes instruction in hygiene, home sanitation and matters relating to public health. Special emphasis is given to the practical things that a woman can do in the home in case of sickness, such as taking the pulse, temperature and respiration rate, keeping a record of the case and intelligently carrying out the orders of the physician.

Instruction is also given in the proper nursing, feeding and care of infants.

The course is given in eight weeks and a fee of only five dollars is charged to cover the cost of the graduating exercises, text book, etc. Since the opening of the school 11,000 women have completed the course.

Health and Sanitation Exposition

In order to give more widespread publicity to the information concerning matters affecting the health of the people, the Department of Health conceived the idea of holding an annual Health and Sanitation Exposition.

The first show of this character was held in the Coliseum in November, 1920. It consisted of commercial and educational exhibits arranged with a view of visualizing health knowledge. Health conferences and lectures were held daily.

The venture was a success from the start. The entrance fee was nominal, viz.: thirty cents, and the attendance during the six days of the exposition was over 250,000. The proceeds of the show were turned over to the Chicago School for Home and Public Health Nursing.

In the following year the Health and Sanitation Exposition was merged with the Pageant of Progress.

For the first seven years of the Thompson administration the Health Department was under the direction of Dr. John Dill Robertson, and for the past year under Dr. Herman N. Bundesen. However, this splendid health record would not have been possible had not the Mayor of the City of Chicago co-operated to the fullest extent.

Licenses of 1,000 Dirty-Milk Dealers Cancelled

Efficient pasteurization of milk is in a large degree responsible for the good results obtained in the reduction of sickness and death. In 1915, when Mayor Thompson was elected, there were

approximately 1,400 milk dealers in Chicago. It was necessary for the Mayor, on the recommendation of the Health Commissioner, to cancel the licenses of approximately 1,000 of these dealers in order to insure adequate pasteurization of the 900,000 quarts of milk consumed daily in the City of Chicago. Without the Mayor's signature on each cancellation order it would have been null and void. The fact that there were approximately 1,000 dirty-milk dealers in Chicago when he was elected Mayor, and that the dirty milk distributed by them caused scarlet fever, diphtheria, tuberculosis, and other milk-borne diseases, proves that the administration preceding his failed to safeguard the lives of thousands of people in this city.

The Mayor's courageous enforcement of the health law, as stated above, has resulted in a saving during his administration, of 25,843 lives, and during the last two years this has resulted in a saving of more than 11,000 each year. Had it not been for the influenza epidemic in 1917-1918-1920, the sum total of lives saved would have been much larger. However, notwithstanding the influenza epidemics, the net saving of human lives over that of the eight years immediately preceding his administration, amounts to 25,843.

Deaths from Diarrheal Diseases Under Two Years of Age

Year	Deaths	Rate Per 1,000 Pop.	Per Cent. of Total Mortality
1914	3,029	1.25	8.92
1915	2,623	1.06	7.51
1916	3,429	1.36	5.28
1917	2,845	1.11	7.48
1918	2,960	1.13	6.64
1919	2,536	0.95	7.57
1920	2,203	0.81	6.32
1921	1,755	0.63	5.69
(11 months) 1922	1,151-1,260	0.44	4.00

Tuberculosis (All Forms)

Year	Deaths	Rate (Per 10,000)
1915	4,204	17.06
1916	3,734	14.83
1917	3,500	14.79
1918	3,827	14.59
1919	3,214	12.13
1920	2,632	9.72
1921	2,325	8.36
1922 (11 months)	2,046	7.89

Excess Deaths, All Causes, Large Cities of the U. S. September 8, 1918 to March 1, 1919

City	Number	Number Per 1,000 Population
Baltimore	4,115	6.1
Boston	5,107	6.5
Buffalo	2,766	5.8

City	Number	Number Per 1,000 Population
Chicago	9,956	3.8
Cleveland	3,254	4.0
Los Angeles	2,965	5.2
New York	24,329	4.7
Philadelphia	12,790	7.3
Pittsburgh	4,743	8.0
St. Louis	2,323	3.0
San Francisco	3,586	7.5

Annual Death Rates, All Causes 1907-1922

	(Per 1,000 Population)
1907	15.72
1908	14.49
1909	14.58
1910	15.13
1911	14.48
1912	14.78
1913	14.99
1914	13.93
1915	14.16
1916	14.42
1917	14.79
1918	17.01
1919	12.52
1920	12.77
1921	11.08
1922	11.188

Chicago Death Rates

(From all Causes, Per 1,000 of Population)

Comparing the 8 years of the Thompson administration with the 8 years immediately preceding.

Year	Death Rate
1907	15.72
1908	14.49
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1912	14.78
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1914	13.93
Average of the 8-year period	14.77
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1915	14.16
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1917	14.79*
1918	17.01*
1919	12.52
1920	12.77
1921	11.08†
1922	11.188
Average of the 8-year period	13.49

The difference between the death rate of the first 8-year period and the last 8-year period—Thompson administration period—represents a saving of 25,843 lives during the Thompson administration.

*Influenza epidemic years.

†Lowest death rate ever recorded in Chicago.

DEPARTMENT OF POLICE

Charles C. Fitzmorris, Superintendent

Crime complaints reduced from 25,497 in 1915 to 8,688 in 1922, showing a steady decrease in crime even during the trying period following the war.

Automobile thefts cut 50 per cent and recovery of stolen cars greatly increased, the number recovered in 1922 being greater than that stolen in that year.

Five new stations erected and 1,000 men added to the force for the protection of the people.



CHARLES C. FITZMORRIS

THE record of the Police Department for the past eight years is a steady march of progress, as shown by the great decrease in criminal complaints received during that time and which are herein quoted.

In the days following the world war, when every other city and town in the country was visited by an epidemic of crime and criminals, Chicago, thanks to the efforts of its Police Department, suffered but little increase in crime as compared with other cities.

What the Chicago Crime Chart Shows

A crime chart covering the past eighteen years shows that, beginning in 1910, crime started climbing, reaching its peak in the middle of 1915, at which time it started descending. It increased somewhat, according to this chart, in the days following the world war—the latter part of 1918 and the first part of 1919—and then again started descending until at this time crime is lower in Chicago than it has been in the last eighteen years.

The following is a record of complaints of the commission of crimes received by this Department for the past eight years:

Year	Burglary	Robbery	Larceny	Other Crimes	Total
1915	9,788	2,304	9,751	3,654	25,497
1916	7,174	1,747	8,846	2,366	20,133
1917	5,623	1,984	7,234	1,654	16,495
1918	3,643	1,405	5,210	783	11,041
1919	5,884	2,649	6,795	1,328	16,656
1920	5,460	2,620	5,251	766	14,097
1921	4,785	2,504	3,700	387	11,666
1922*	4,272	1,966	1,967	483	8,688

*(Year 1922 up to date of December 27th)

City	Number	Number Per 1,000 Population
Chicago	9,956	3.8
Cleveland	3,254	4.0
Los Angeles	2,968	5.2
New York	24,329	4.7
Philadelphia	12,790	7.3
Pittsburgh	4,743	8.0
St. Louis	2,321	3.0
San Francisco	3,586	7.5

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In the days following the world war, when every other city and town in the country was visited by an epidemic of crime and criminals, Chicago, thanks to the efforts of its Police Department, suffered but little increase in crime as compared with other cities.

What the Chicago Crime Chart Shows

A crime chart covering the past eighteen years shows that, beginning in 1910, crime started climbing, reaching its peak in the middle of 1915, at which time it started descending. It increased somewhat, according to this chart, in the days following the world war—the latter part of 1918 and the first part of 1919—and then again started descending until at this time crime is lower in Chicago than it has been in the last eighteen years.

The following is a record of complaints of the commission of crimes received by this Department for the past eight years:

Year	Burglary	Robbery	Larceny	Other Crimes	Total
1915	9,788	2,304	9,751	3,654	25,497
1916	7,174	1,747	8,846	2,366	20,133
1917	5,623	1,984	7,234	1,654	16,495
1918	3,643	1,405	5,210	783	11,041
1919	5,884	2,649	6,795	1,328	16,656
1920	5,460	2,620	5,251	766	14,097
1921	4,785	2,594	3,700	587	11,666
1922*	4,272	1,966	1,967	483	8,688

* (Year 1922 up to date of December 27th)

Automobile Thefts Reduced One-Half

One of the principal problems confronting the Police Department of every city during the past five years has been the increasing number of automobile thefts. In 1921 the present Department of Police organized a separate division to cope with this class of crime, with the result that today Chicago is the only city of any consequence that can show a decrease in this class of thefts, notwithstanding that the number of automobiles in Chicago has doubled during the past four years. Previous to 1919, no accurate record of the number of automobiles stolen and recovered was kept by the Department, same being included in the general category of larceny. The following is the record of automobiles stolen and recovered since an accurate record has been kept:

Year	Stolen	Recovered
1919	4,447	3,447
1920	5,974	4,340
1921	6,799	4,501
1922*	3,863	3,880

* (Year 1922 up to date of December 27th)

Department Reorganized—Physical Property Rehabilitated

Shortly preceding the appointment of the present Superintendent of the Department, the City Council passed an ordinance reorganizing the Police Department, as the old ordinance under which it functioned was antiquated and cumbersome, and the best results could not be obtained under it. With the assistance of Mayor Thompson in carrying out the plan of the ordinance, a



Crack Drill Platoon, Maj. Bauder commanding



Band of the Chicago Police Department

new system of efficiency markings in promotional examinations was devised so that the members of the Department who showed the greatest intelligence, energy and aptitude in police work were assured of promotion, in accordance with the provisions of the Civil Service Law.

During the past eight years, the physical property of the Department was completely rehabilitated. The following new stations were erected:

Third District Station, 4802 South Wabash avenue.

Sub-District 6-A Station, 9059 Cottage Grove avenue.

Seventeenth District Station, 2259 South Robey street.

Twenty-second District Station, 731 North Racine avenue.

Twenty-fourth District Station, 5327 West Chicago avenue.

These stations were constructed in accordance with plans drafted by the City Architect after an extensive study of the type of buildings best suited for police purposes. In addition, all of the other stations were completely overhauled and redecorated.

Table Showing Numerical Strength of Police

The personnel of the Department has been materially increased since 1915. One thousand new patrolmen—practically all of them veterans of the world war, a majority having seen overseas service—have been added during the past year. The following table shows the numerical strength of the active crime fighting force of the Department from 1915 to date:

	1915	1916	1917	1918	1919	1920	1921	1922
Captains	24	28	28	27	26	27	30	35
Lieutenants	74	87	82	82	82	84	86	91
Sergeants	959	943	918	880	896	836	814	800
Patrolmen	3,374	3,549	3,585	3,185	3,573	3,683	3,692	4,770

New Methods Aid in Catching Criminals

In 1915 the vehicular apparatus of the Department was practically all horse-drawn. The few automotive vehicles in service were built at the police shops by members of the Department, and were slow and not adapted for the apprehension of criminals. Today, there are in service forty speedy automobile patrols of the

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latest standard design equipped with every device known for the apprehension of the perpetrators of crimes. These vehicles are few, the oldest having been in service only a little more than a year, and the majority of them the last three months of 1922.

Police Gun-Squads Use Speedy Cars

In addition, there have been placed in service within the last year and a half ten seven-passenger touring automobiles of a type known as the speediest cars made, which are used as squad cars, carrying shot guns and patrolling definite zones. These squad cars are in service twenty-four hours of the day and are so regulated that one or more of them can reach the scene of any crime within a few minutes after the report of a crime is made to the police. These automobiles are manned by members of the Detective Division bearing records for efficiency and bravery.

Fifty-five Fords Supplement Foot Patrols

The Department has also fifty-five Ford cars, twenty of them having been put in service during the past year, and thirty-five in December. Each police district has assigned to it one of these cars and the majority of the districts have two of them. These machines are used for patrol purposes, supplementing the foot patrol, and are in service twenty-four hours of the day patrolling the streets. They carry a chauffeur and two other officers, and, in districts where conditions require it, three officers in addition to the chauffeur. It is estimated that each of these cars is equivalent to adding ten officers to each police district.

In 1915, there were twenty-five motorcycles in service. Today, there are sixty of the latest type high-powered motorcycles manned by expert riders. The men assigned to this work also cover definite zones during the day and night. They respond to all alarms and are at the scenes of crimes almost immediately after the alarm is given.



Mounted drill team, Chicago police department



Motorcycle police drill team

Increased Pay Rewards Deeds of Valor

In order to stimulate the efforts of the members of the Department, an appropriation was secured in 1921 to reward financially officers who performed meritorious acts. Under this appropriation, the Superintendent may award a patrolman or a sergeant who performs exceptionally good police work at the rate of one hundred and eighty dollars, two hundred and forty dollars or three hundred dollars per annum, as the circumstances war-



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Plans Perfected to Care for Dependents of Police Heroes

In many cases where officers were killed in the discharge of their duty it was found that their widows and children were practically wards of charity because of the fact that the officers were unable to save any money from the small salary received by them. A committee of one hundred of the most prominent men in civic life and industrial pursuits was formed, each of them guaranteeing two thousand dollars towards a fund to take care of the widows and orphans of such police officers killed in the discharge



Tug of War at the Police Field Day

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At the last session of the State Legislature, a statute was enacted enabling the City Council to make provisions for the dependents of officers killed in the line of duty, and in accordance with this statute the City Council passed an ordinance to provide up to five thousand dollars for the dependents of such officers.

An Inspiration to Greater Devotion

The formation of the committee mentioned and the enactment of the law making provision for the dependents of officers who are killed has had the effect of inspiring the officers to deeds of greater valor, knowing that if their lives are sacrificed in their devotion to duty their loved ones will not become wards of charity

During the past year the members of the Police Department conducted a Field Day for the Policemen's Benevolent Association, which is an insurance organization composed of, conducted by and officered entirely by members of the Police Department. This Field Day netted a total of \$138,742.62 for the benefit of the Policemen's Benevolent Association. This is the first time in the history of the organization that its annual benefit has been conducted without the assistance of outside talent, and never has the income anywhere near approaching that of the Field Day.

Typewriter Telegraph Helps Police Catch Criminals

At the end of December the Department put into operation an innovation in police methods, that of a printing telegraph system. This system consists of a master transmitting typewriter at central headquarters with a receiving typewriter at each of the stations and bureaus of the Department. The minute the report of a crime is received, the operator at the transmitting machine sends such report to every station and bureau in the Department, giving the location of the crime, description of the perpetrators and the manner of perpetration. This report is received at each station and bureau simultaneously and all members of the Department then on duty are on guard to apprehend the perpetrators.

A system was also inaugurated in 1922 whereby a report of the commission of crime is flashed over the police lines to the office of the Superintendent of Police the minute word is received of a crime at any station, so that the Superintendent and his staff



Examination for promotion of Police Sergeants to Lieutenants

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Central Police Building Planned

Through the efforts of Mayor Thompson plans are now being made to erect a new central police building to house the activities of the police in the downtown district. It is contemplated to have this building replace the stations now occupied by the Detective Division, First District (known as the Central police station), Sub-Division 1-A (known as the South Clark street station), 19th District (known as the Desplaines street station). This building will also house the Bureau of Identification, Motor Division, Bureau of Records, the office of the Secretary of the Department, the Ambulance Division, the office of the Custodian of the Department, and other sections of minor police activity.

For the past two years the Police Department, notwithstanding its added activities, has kept within the amount appropriated for its operation by the City Council.

FIRE DEPARTMENT

John F. Cullerton, Commissioner

Fire losses reduced so that Chicago is entitled to a lower rate of fire insurance.

Department completely motorized, effecting a saving of \$582,312 in salaries of firemen alone as well as reducing the average maintenance cost of each company from \$2,250 to \$1,150 per year.

Efficiency greatly increased by the establishment of a drill school and fire college.



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COMPLETE motorization is the outstanding accomplishment of the Fire Department during Mayor Thompson's administration. It increased the efficiency of the fire-fighting force to such an extent that fire losses have been cut down and Chicago is entitled to a reduction in rates.

In the year 1918, under the direction of Mayor Thompson, the department made a study of the question of completely motorizing the department. With the two-piece, horse-drawn equipment of an engine company, there were two drivers and one engineer, who were not available for the actual fighting of fire upon the arrival of the equipment at the fire, because it was necessary for the drivers to care for the horses, secure them, etc., while the engineer operated the steam engine.

Motorizing Increased Efficiency: Reduced Cost

With the department motorized, the engineer is the driver of the motor engine and the operator of the same upon its arrival at the fire. It is seen, therefore, that as each company was motorized two men were immediately placed in the actual fire-fighting force.

Considering the fact that there are 126 existing engine companies in the department, it is apparent that as the result of motorization 252 additional men were made actual fire-fighters the moment the equipment arrived at the fire. If the motorization program had not been adopted, it would have been necessary to add these 252 men to the department payrolls at a fixed annual charge of \$504,000 because of the in-



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creased fire duty which the department was called upon to perform. This additional yearly charge for 1921, 1922 and 1923 would amount to \$1,512,000, or about \$250,000 more than it cost to completely motorize the entire department.

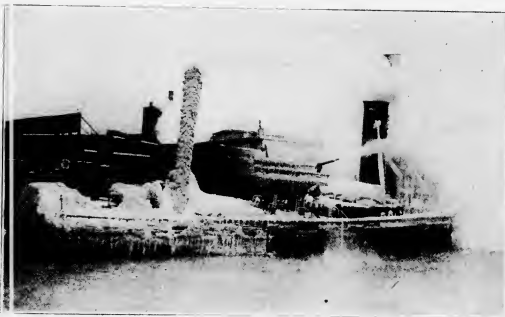
Inasmuch as the beginning of 1923 saw the completion of the motorization program, approximately \$582,312 will have been saved in three years in the salaries of firemen alone, officers not included, due solely to the adoption and operation of the motorization program.

Fire Losses Materially Lessened

Benefits of motorization are shown by the fact that beginning in 1921, while the department was in progress of motorization, although the number of alarms increased, the fire losses decreased. This is the result of the fast motor equipment and an example of the promptness of response by which the department is enabled to extinguish many fires in their incipency.

As compared with the maintenance cost of \$2,250 per year per company, under the horse-drawn arrangement, the cost of maintaining a motor-driven company, men not included, amounts to approximately \$1,150 per year.

In the maintenance and operation of expensive motor equipment it was necessary to provide proper mechanical facilities for the repair of motors. The so-called municipal shop was turned over to the Fire Department on January 1, 1922. This shop was operated one-hundred per cent for fire department activities and the institution is now recognized by the Chicago and National Boards of Fire Underwriters as one



Fire tug in action at a fire on the north branch of the Chicago river

of the best equipped mechanical shops in this country for fire department purposes.

Rehabilitation Plans Approved by Underwriters

In 1920 a study of the service required of this department was instituted, taking as a guidance the inspections made by the Fire Prevention Bureau. It was seen then that unless a scientific study were made of the question of respotting and rehabilitating a number of the fire houses before the year 1929, the taxpayers would be called upon again to add to the payrolls a fixed charge for labor of at least \$300,000 per year because the department, as it is now constituted, is out of line with existing fire hazards. If it remains so, more companies will be required.

To offset this condition, in June, 1922, at the suggestion of Mayor Thompson, a Survey Commission was created by city ordinance. This commission has made its preliminary report, which has been approved by the National and Chicago Boards of Underwriters and by many of the civic organizations of the city. It contains much valuable information, charts, graphs, etc., showing the actual conditions under which the department operates at present and also the conditions under which it will operate under the proposed plan for the next twenty years.

Department Among Best in America

A study of the last report of the National Board of Fire Underwriters, submitted October 22, 1922, after a year's inspection of the department, indicates the recognition of the fact that the department compares favorably with the best in the country. This report further confirms the belief that the progress in the past five years has been so rapid and the results so satisfactory that the city of Chicago should procure a new and more equitable classification and a lower rate of fire insurance. During the period of 1916 to 1922 the valuation of the property endangered by fire increased approximately 50 percent, nevertheless the percentage of property actually lost is smaller.

The efficiency of the department as a fire fighting organization has materially increased as the result of the installation in the year 1920 of a drill school and fire college and the standardization of equipment on the various companies. Since the organization of the drill school, besides training the members of the department along scientific lines of fire fighting, there have been enrolled and graduated therefrom firemen of many of the fire departments of cities in the middle west.

Schools of Instruction Increase Efficiency

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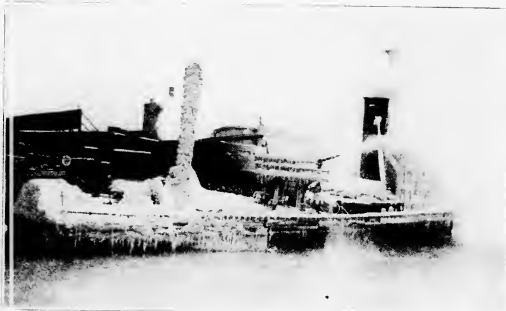
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equipment under the direction of a competent teacher, which is resulting in a material reduction in the maintenance cost of motor apparatus due to the general knowledge of mechanism imparted to the operators of our equipment.

In the statement on the comparative number of firemen it will be noted that 256 more firemen were employed in the year 1922 than were on the payrolls of the department in the year 1916. The increase in number is explained in part by reference to the third column of the statement in which it is noted that extensions to the number of 14 fire companies were made. On the basis of 12 men per additional company provided, 168 men are accounted for. The balance, or 88 men, were attached to the service as the result of the restoration of furloughs to the firemen.

On April 1, 1917, the firemen were granted the double platoon system of working hours with the understanding that furloughs would be abolished. However, on June 23, 1919, the City Council amended section 909 of the Chicago Code as a result of which furloughs were restored, thereby making the employment of additional men necessary.

It is therefore readily apparent that the granting of the double platoon system to the firemen was accomplished without the necessity of employing additional men to place the system in effect.

COMPARATIVE STATEMENT

Showing the number of firemen, number of companies, number of fires, value of property involved, fire loss, etc., 1916-1922

	Number of Firemen	Number of Companies	Fires	Value of property involved	Total fire loss on property involved
1916.....	1,974	161	9,807	\$151,167,996	\$3,470,978
1917.....	1,974	162	12,034	185,247,911	4,094,639
1918.....	1,974	163	12,336	191,964,686	3,462,577
1919.....	2,267	175	14,407	226,625,764	5,072,232
1920.....	2,250	175	13,922	297,463,148	6,369,138
1921.....	2,231	175	13,568	264,475,890	7,462,165
1922.....	2,230	175	12,308	223,965,370	5,359,637

	Total ins. on property involved	Average loss per fire	% of loss on property involved	% of ins. paid on property involved	Population
1916.....	\$1,054,467,775	\$302	2.29	3.29	2,521,822
1917.....	112,288,515	340	2.21	3.64	2,571,941
1918.....	125,181,708	280	1.80	2.77	2,621,419
1919.....	146,480,676	352	2.23	3.47	2,672,292
1920.....	192,488,925	459	2.15	3.31	2,727,504
1921.....	157,539,770	551	2.28	4.73	2,807,185
1922.....	142,718,179	431	2.40	4.31	2,855,503

Figures for 1922 are for nine (9) months.

FIRE DEPARTMENT CHART SHOWING EFFECT OF MOTORIZATION

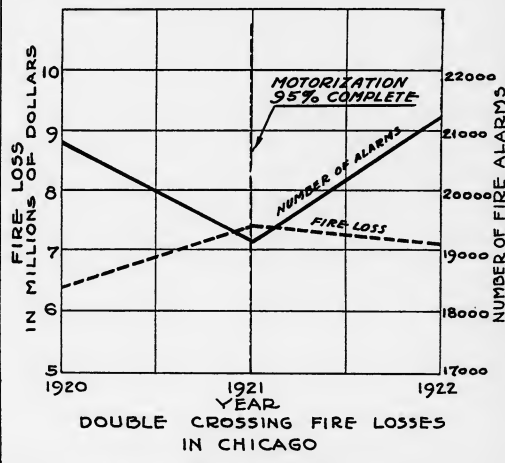


TABLE SHOWING INCREASES IN SALARIES —FIRE DEPARTMENT

	1916	1922	Percent
Fire Marshal	\$3,000	\$8,000	0
1st Asst. Fire Marshal.....	5,500	5,800	5½
2nd Asst. Fire Marshal.....	4,400	4,700	7
3rd Asst. Fire Marshal.....	3,850	4,200	9
4th Asst. Fire Marshal.....	3,850	4,200	9
5th Asst. Fire Marshal.....	3,850	4,200	9
6th Asst. Fire Marshal.....	3,850	4,200	9
7th Asst. Fire Marshal.....	4,200	4,200	..
8th Asst. Fire Marshal.....	4,200	4,200	..
9th Asst. Fire Marshal, D.M.....	5,000	5,000	..
10th Asst. Fire Marshal.....	4,200	4,200	..
Chiefs of Battalion	3,000	3,500	16%
Captains	2,000	2,700	35
Lieutenants	1,680	2,400	43
Fire Engineers	1,668	2,380	43
Marine Engineers	1,848	2,470	33½
Asst. Fire Engineers.....	1,392	2,330	67½
Firemen, 1st class	1,371	2,000	46
Firemen, 2nd class	1,155	1,940	68
Firemen, 3rd class	1,056	1,820	72
Firemen, probationers	900	1,640	82
Pilots	2,000	2,700	35

Average increase—34 per cent.

In preparing the departmental estimates of the requirements for firemen, not including officers, for the year 1921, based on the salaries of the firemen, not including officers, then in the department, whose payroll for the month of December, 1920, amounted to \$257,661.68; the department submitted the figure of \$3,092,475.00. This was prior to the adoption of the motorization program and, therefore, must constitute the only true basis of what the requirements would be in salaries of firemen, not including officers, for the years, 1921, 1922 and 1923, if the motorization program had not been put into operation.

	Amount necessary without motorization	Appropriations of 1921 and 1922, and Dept. Est. for 1923	Saving effected due installation of 1st quota of motor pumps	Saving effected due installation of 2nd quota of motor pumps	Estimated saving due to final installation of motors
Year 1921	\$3,092,475.00	\$3,001,475.00	\$91,000.00		
1922	3,092,475.00	2,918,019.00	91,000.00	\$83,456.00	
1923	3,092,475.00	2,775,019.00	91,000.00	83,456.00	\$143,000.00
TOTAL SAVINGS:					
1921				\$ 91,000.00	
1922				174,456.00	
1923				317,456.00	
				\$582,912.00	

Bureau of Fire Prevention and Public Safety

Reduction of fire losses is due largely to the efforts of the Bureau of Fire Prevention and Public Safety. Among its accomplishments during the past eight years the following stand out as typical:

Comprehensive inspection of grain elevators, malt houses, oil storage houses, garages, film plants, fuel and volatile oil tanks, theatres, large mercantile houses and other extra-hazardous establishments.

Preparation of ordinances regulating the storage, use and distribution of motion picture films, inflammable liquids and acetylene gas, and cooperation in drafting revenue-producing ordinances which contain many fire prevention provisions.

Regulation of the handling, use and transportation of explosives.

Seven firemen detailed as inspectors of grain elevators did such effective work that during the war the U. S. Food Bureau asked for and obtained their services in inspecting all the grain elevators and food storage warehouses of the middle west.

During the past eight years 693,745 inspections were made by the fire prevention bureau. 382,585 of them in theatres and motion picture houses. The bureau examined and licensed 4,701 stage firemen and fireguards.

DEPARTMENT OF LAW

Samuel A. Ettelson, Corporation Counsel

Saved the people \$9,000,000 a year by securing a reduction in street car fares from 8 to 7 cents after the U. S. District Court enjoined the 5-cent fare. Still fighting for the 5-cent fare.

Promoted ordinances under which transformation of the lake front is being carried on without any city money being expended thereon.

Millions of dollars saved to the city in litigation over condemnations, voting machines, delinquent taxes and track elevations.



S. A. ETTELSON

THE range of work of the Law Department is so wide and its achievements have been so numerous that it would be difficult to submit an adequate report which would not be too voluminous.

Throughout the past eight years the legal staff has been engaged in court matters of the greatest importance running into thousands of cases in addition to the work of such branches as the prosecuting attorney's office, the board of local improvements, the city attorney's office and the routine work of the corporation counsel's office.

Legal Adviser to All Departments of City

In addition, the advisory work of the department is great. The corporation counsel and his assistants act as counsel for every department of the city government. The city's legal representatives are daily called upon to protect the city against interests represented by the ablest and highest paid lawyers in the city. This is true not only of the courts, but of council and committee meetings as well, and even extends to public hearings and numerous extra-official controversies. Important contracts, leases, bonds, permits, ordinances and other documents demanding technical skill and careful scrutiny all come under the work of the legal department.

Written Opinions Run into the Thousands

Written opinions rendered run into the thousands, while the examinations and approval of contracts, leases, bonds and other documents run into tens of thousands.

War Conditions Increased Work of Law Department

During the first four years of this administration the existence of war, which necessitated co-operation between the law department and the various branches of both the city government

In preparing the departmental estimates of the requirements for firemen, not including officers, for the year 1921, based on the salaries of the firemen, not including officers, then in the department, whose payroll for the month of December, 1920, amounted to \$257,661.68; the department submitted the figure of \$3,092,475.00. This was prior to the adoption of the motorization program and, therefore, must constitute the only true basis of what the requirements would be in salaries of firemen, not including officers, for the years, 1921, 1922 and 1923, if the motorization program had not been put into operation

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War Conditions Increased Work of Law Department

During the first four years of this administration the existence of war, which necessitated co-operation between the law department and the various branches of both the city government

and the Federal government, threw a task of great magnitude upon the city's lawyers.

Among other things, the lawyers of the department were required to carry out the provisions of the selective service law. During 1917 315,000 men were registered. This department took care of registration cards of nonresidents of draft age, their cards being assigned to the corporation counsel's office, where they were classified by districts and delivered to the proper local boards. The 86 draft boards in the City of Chicago which had charge of this work were, to a great extent, guided and directed by this department.

This task, which was directly in the line of war work, was small in comparison with the indirect burdens that were cast upon the Law Department on account of the war.

Represents City in Rate-Making Litigation

Among the most important litigation handled by the department is that with respect to the fixing of rates for public utilities. The magnitude of the questions involved; the enormous amounts of money derived by the public service corporations by the breach of any of the fare or rate provisions in their contracts, and continual contest with expert and skilled witnesses, and specially trained lawyers employed by these corporations, has compelled the Corporation Counsel to organize a similar corps of assistants to cope with the situation.

Since November, 1918, extended hearings have been had before the Public Utilities Commission, and its successor, the Illinois Commerce Commission, and in the courts of the State and of the United States. Many of the cases are still pending.

Seek to Enforce Contracts and Get Low Rates

While the contests have sought to establish that the contracts made by these corporations with the City of Chicago on behalf of the people should be lived up to in their entirety, an effort has also been made to maintain the lowest possible rates or charges made by a local public service company for its service, and the work of the Law Department has been to these ends.

Save Street Car Patrons \$9,000,000 a Year

The result has been that in numerous instances reductions in rates have been ordered by the Illinois Commerce Commission which show very tangible benefits to the people. For example: In November, 1921, the Illinois Commerce Commission, upon petition of Mayor Thompson, ordered a reduction in street car fares from 8 cents to 5 cents. This meant a total saving to the street car riders of \$21,000,000 a year. The enforcement of this order for a 5-cent fare was enjoined by the Federal District Court which, however, allowed a reduction to 7 cents or 3 rides for 20 cents.

While the Law Department thus failed to achieve the full measure of success indicated by the 5-cent fare order of the Illi-

nois Commerce Commission, the departmental activity is no less noteworthy, and the fact remains that on the basis of the number of persons now riding on the street cars and the reduction in fares actually secured the aggregate saving to the people during the past four months has been approximately \$3,000,000, or at the rate of \$9,000,000 per year.

The Elevated Railroad litigation and the telephone litigation has also resulted in rates being kept down and will undoubtedly terminate to the advantage of the city.

Promoted Lake Front and Union Station Improvements

Another great work of the Law Department has been in connection with improvements now in progress, estimated to cost in the aggregate over two hundred million dollars, to be paid for by other means than taxation and special assessment procedure.

The lake front reclamation is being carried on without any money of the city being expended thereon. But it was through the efforts of the city's officers that the agreement was reached between the Illinois Central Railroad Company, the South Park Commissioners and the City of Chicago, under which this marvelous transformation is going on.

In like manner, the work of the Union Station is being done with money that is not contributed by the city, but the improvement, nevertheless, is the direct result of the work, negotiations and plans of city officials in which the Law Department played a conspicuous part.

Secured Enabling Laws for Street Improvements

The street improvements that have been completed under the present administration and are now in course of construction, such as the Roosevelt road widening, the Michigan avenue widening, the South Water street widening and elevation, the Ashland avenue, Robey street and Western avenue widening, and the extension of Ogden avenue, all required the expert services of members of the Law Department not only in Chicago, but at Springfield.

In order to make the plans for these street improvements feasible, it was necessary to change the law relating to the debt-incurring capacity of the city. This was a great task, involving not only the work of changing the statutes, 69 of which had to be altered, but in addition the work of securing the passage of the bills in the legislature. The Law Department was represented in the General Assembly by the Corporation Counsel and several of his assistants, who worked together to such good effect that a majority of both houses voted for the measures, which were approved by the Governor and are now the law.

Kirk Soap Company Case an Example

The success which has attended the work of the Law Department in the handling of the condemnation and damage cases that have grown out of the plans for these vast municipal improvements is well illustrated by the Kirk Soap Company case in which commissioners fixed the award at \$500,000. The company would not accept it and demanded \$1,500,000. When the negotiations failed, suit was brought for \$2,500,000. Trial before a jury resulted in a verdict of \$433,000, for which judgment was entered, and this was affirmed by the Supreme Court.

These large cases are in addition to the regular work that is constantly being done for the Board of Local Improvements. The docket usually contains at least 1,000 cases of special assessments and condemnations, and there are in addition large numbers of damage suits which arise out of these improvements where persons sue that are not included in the assessment roll or in the condemnation proceedings.

City Wins Voting Machine Suit

The litigation concerning pay for the voting machines which were unlawfully contracted for in 1911, has been brought to a final and successful conclusion. The claims involved about \$1,250,000. The case brought to trial was for 300 machines which had actually been delivered, the price fixed for these being \$287,000. This was decided in favor of the city, and the judgment was affirmed in the Circuit Court of Appeals and finally by the Supreme Court of the United States. When this case was ended, the other cases, involving the machines which had never been delivered, were dropped, so that the litigation resulted in a complete victory for the city.

Constant Battle to Protect City Revenues

The annual onslaught upon the revenues, through the medium of objections to the entry of judgment for sale of delinquent lands and lots, has entailed much in work for the Law Department. The first vicious attack was made in 1916, when the world seemed to have gone out that it was easy to beat the taxes. The litigation that year cost the County and the Sanitary District over \$2,000,000, but the city escaped without loss in spite of the fact that the whole levy was questioned on account of an alleged defect in publication, and the levies for bonds, pensions and other matters were separately attacked. The amount involved was over \$4,000,000.

Tax-Suits Involve Millions

Although the city was unscathed, the success of the attack upon other taxing bodies was so great that it furnished an incentive for repeated annual attacks. The city, however, suffered to a serious extent on only two occasions. Some impression of the magnitude and importance of this litigation may be gained from the fact that in 1919 mandamus was brought to compel the Board

of Review to rescind its action in fixing the assessed value of property at one-half its full value, thus involving \$16,000,000 in taxes: in 1920 the amount directly and indirectly involved for the city alone amounted to \$6,000,000. Hence, the Law Department is entitled to great credit for successfully defending these suits.

City Not Liable for Eastland Disaster

The recent successful determination of litigation over the Eastland disaster furnishes another instance of the efficient work of the Law Department. While the amount involved in the case tried was only \$10,000, an adverse decision might have precipitated lawsuits involving millions.

Millions Saved in Track Elevation Suits

The cases involving large amounts are so numerous that extended comment on each is impossible. But even such a brief review as this of the eight years last past must acknowledge the achievements of the attorneys representing the city in track elevation damage cases and similar litigation. Cases involving claims of over \$1,700,000 were disposed of for less than one-tenth of the damages claimed, and repeated victories have resulted in most of the cases now being settled on a basis that is satisfactory to the city.

To illustrate this attention is directed to the fact that during the current year, in the Circuit Court, out of 11 cases where \$492,000 was sued for, a settlement was made of \$58,640, and two suits were won by the city; and in the Superior Court, out of 40 cases in which \$683,000 was sued for, the city was saved over \$500,000 by settlement and favorable court action, six of the suits being won by the city.

Courts Sustain Law Department Rulings

The city was equally successful in the handling of cases involving important principles. Among these may be cited the numerous frontage consent and license cases that have been won, the establishment of the right to moving picture censorship, the blow at theater ticket scalping, the decision sustaining the Health Department's crusade against venereal and other contagious diseases, the determination that the city could prevent the vacation of streets by abutting property owners, the recovery of judgment for interest accumulated by the Clerk of the Municipal Court, thereby establishing the city's right to all interest earned on public funds in the hands of its officers, the right to compel the closing of places of public amusement at one o'clock, the holding that the insurance companies must pay a tax on their net receipts and not on a so-called equalized portion of them, the decision holding that the city has the right to be reimbursed for money spent in securing tax deeds upon sale of property for delinquent special assessments, and numerous others.

Collection Bureau Recovers Immense Sums

The collection bureau organized in the department has achieved some wonderful results. Before it began its activities a very large amount of money was lost each year on account of delinquent warrants for compensation for inspections, permits, sidewalk privileges, etc., through failure to exert pressure to force payment. Thus, in the year 1914, the amount collected by the Law Department from these sources was only \$7,708.63, and in 1915 it was only \$6,988.95. Since then the collections have steadily increased, running as high as \$250,429.96 in 1918, \$277,087.28 in 1919, and \$345,604.92 in 1921. The showing made justifies the belief that the city has recovered immense amount of money that would have been a dead loss otherwise.

City Attorney's Office Functions Efficiently

In the City Attorney's office the number of cases disposed of during the eight years of the present administration, exclusive of workmen's compensation cases, was 2,166; the total amount of the judgments rendered was \$517,719.51. Hence, it will be seen that, in spite of the tendency of juries to award higher damages than before the war, the average judgment during the period from 1915 to 1922, inclusive, was \$239.02—the lowest average for any like period in the city's history. When it is remembered that formerly it was often facetiously remarked that it cost the city a million dollars every two years to educate a new city attorney (and that there was much reason for the remark), the work of this division of the law department appears excellent.

In addition to the damage cases just mentioned the city attorney has the handling of workmen's compensation cases, which run from five hundred to a thousand each year, there having been 552 during the current year and 850 last year.

City Prosecutor Handles 80,000 Cases Annually

The City Prosecutor has the handling of approximately 80,000 cases a year. Some idea of the activities of this office may be gleaned from the fact that the Health Department alone this year sent 1,555 cases, involving violations of city ordinances, to the city prosecutor. The other city departments, aside from the Police Department, instituted in the neighborhood of 7,000 suits, while the police started, by warrants or arrests on view, over 20,000 cases.

Law Department Must Watch All Legislation

The work of the Law Department at the various sessions of the General Assembly was of a character that was very exacting, but it produced great results. The watching of the thousands of bills that are introduced at each session so that all the interests of the city may be protected, is but one of the many important functions of the Law Department. At each of these sessions during the past eight years there were enacted from fifteen to

thirty laws, prepared and presented on behalf of the City by the Law Department. Among these were such important measures as the act which enables the City to purchase its own bonds, thus saving three hundred thousand or four hundred thousand dollars a year in interest; the act which does away with a City election every second year, thereby saving half a million dollars in primary and election expenses; the act which makes the City Council a non-partisan body; the fifty-ward act; the act under which the improvement of the Calumet Harbor is going on now after many unsuccessful attempts had been made to finance and accomplish this work; the act under which the city is authorized to license athletic sports on the basis of gate receipts; the act authorizing the changing of the course of the Chicago River; the act reducing the penalty on tax sales; the enabling act under which zoning is now in progress; and many others.

Prepared "The Chicago Municipal Code of 1922"

The Department, during the years 1921 and 1922, prepared and issued a new edition of the ordinances of the City in the form of The Chicago Municipal Code of 1922. There had been no revision since 1911, and consequently the work was much greater than on former revisions. The new code contains 4,226 sections, and covers about 1,200 pages with 50 per cent more matter on each page than the edition of 1911. This revision includes 1,500 new ordinances and amended sections. It was entirely prepared in the office of the Corporation Counsel. The form in which it is presented makes it an attractive book for the general use of lawyers, since it shows, by maps, the growth of the City from time to time, the present ward boundaries, and also contains historical data besides the ordinances themselves.

Prepares Thousands of Ordinances and Opinions

Another extensive piece of work that has been accomplished during the last year and a half is the preparation of the new zoning ordinance. The Zoning Commission has been working on this for somewhat over a year. It has made surveys, and prepared maps, and gathered statistics, which enabled it to prepare an ordinance that is pronounced by all experts who have examined it as a wonderful piece of work.

With respect to the written opinions that have been rendered and which form so large a part of the work of the Department, it is impossible to single out a list of the important ones and present them here, because such a list would be voluminous. In order, however, that some indication may be given as to the nature of this work, attention is called to a few of the important opinions rendered during the current year.

Among these was an opinion upholding the validity of the bond issue for eight million dollars for general corporate purposes, approved by the people in 1921. This opinion resulted in the sale of the bonds at a figure that was advantageous to the city

The bond issue was later attacked in the courts, but was held valid by the trial court. An appeal from this decision is now pending in the Supreme Court, but the department feels quite certain that its validity will be upheld and the decision of the lower court affirmed.

A Few of the Important Opinions of 1922

Among other opinions of the current year are the following:

The fifty ward law and its application, an opinion which has resulted in the Council of 1921 being retained in office until the coming spring election;

The status of building trades mechanics who came here on account of troubles centering about the building industry;

The financing of a centrally located police station and municipal court;

The establishment of building lines in residential districts, prepared for the Zoning Commission;

The 12th Street viaduct appropriations, an opinion which enabled the Department of Public Works to proceed with the work;

The proposed heating ordinances requiring the landlord of an apartment building to maintain warmth therein;

The liability of the City Collector and his sureties for defalcations of subordinates;

The establishment of an automotive sinking fund for the purpose of amortizing and replacing the City's motor vehicles;

The erection of a tower on the Temple Building at the corner of Washington and Clark Streets;

The right of the owners to erect a flat building at Paulina Street and Rogers Avenue;

The basis of additional appropriations after the passage of the Annual Appropriation Bill;

The financing and employment of additional policemen;

The location of the First Ward office in Lake Street, underneath Michigan Avenue;

The status of firemen under the workman's compensation act;

And many others equally important.

CHICAGO MUNICIPAL TUBERCULOSIS SANITARIUM

John Dill Robertson, President Board of Directors for Six Years

Edgar A. Jonas, President Board of Directors for One Year



EDGAR A. JONAS
President one year



JOHN DILL ROBERTSON
President for six years

A 50 PER CENT reduction in the deaths from tuberculosis in Chicago has been accomplished since 1915. In that year there were twelve deaths per day from tuberculosis in the City of Chicago, and in 1921 and 1922 there have been but six per day. In 1915 there were 4,204 deaths

from tuberculosis, and in 1921 there were only 2,325.

How has this remarkable record been achieved? What work has been done to reduce the death rate from tuberculosis in Chicago to the lowest of any of the large cities of America?

Full Time Dispensaries Aid Increased Numbers

The changing of the dispensary service from part time to full time was one important step. At the beginning of 1917 the dispensaries were being operated on a part time basis with 67 clinic hours per week. This service was entirely inadequate to the demand and therefore in July, 1917, full time dispensaries were inaugurated. After the full time dispensary plan was well under way, evening clinics on Tuesday and Friday evenings were added, so that there are now 416 clinic hours per week.

Under the old plan patients were crowded into the dispensaries, received inadequate and hurried medical service, because the facilities were not equal to the demand. Under the new plan patients receive the same attention and care that they would receive in a private physician's office.

The result of this additional dispensary service was immediately shown in the increase in the number of patients. In 1915, 9,218 patients were attending the Municipal Tuber-

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culosis Sanitarium dispensaries; in 1921, 40,833 were under supervision.

The physicians who were placed in these full time dispensaries were secured through a rigid Civil Service examination, the questions for which were prepared and the papers marked by a number of prominent Chicago physicians.

Quarantine of Open Cases Reduce Tuberculosis Menace

Another important step was the establishment of quarantine for open cases of tuberculosis. In developing the work of caring for the tuberculous in Chicago, the Board of Directors felt the need of quarantine and hospitalization for the careless or ignorant open cases which were a menace to others. Therefore a plan was developed whereby the Municipal Tuberculosis Sanitarium and the Health Department should cooperate in this work of quarantine. At the present time, all open active cases who fail to obey the rules of the State Department of Health relative to the protection of children and the public, are recommended by the dispensary physician to the Health Department for forcible hospitalization in Cook County Hospital. At the time this measure was instituted nearly a thousand open cases were in contact with children. During the first year of this activity this number was gradually reduced to about 30. At all times since there has been an average of about 30 open cases living in homes where there are children. These are usually awaiting admission to institutions or are so isolated in their homes that they are complying with the rules of the department.

Over 165,000 People Examined in Their Homes

In a survey made in 1916 and 1917, 165,700 people were examined in their homes, and over 14,000 of these were found tuberculous, 96 per cent. of which were previously unreported and unknown. The state of affairs revealed by this survey resulted in a revision of the State rules for the control of tuberculosis, which now require that all persons, as well as physicians, having knowledge of a known or suspected case of tuberculosis shall report it. They also require the Sanitarium or the Department of Health to supervise sanitary conditions or private physicians' cases.

A Department of Publicity and Education was established, through which has been instituted a system of medical reports so that each dispensary submits a complete daily report covering every activity of the clinic. Terms used in classification of diagnoses have been made uniform and a general systematic plan of operation and case handling has been instituted in all dispensaries. This department publishes a bulletin of 16 pages which has a circulation of about 12,000 copies.

Publicity and Education Aid in Fight Against Disease

A Hearing Board has been established, consisting of a representative of the Contagious Disease Division of the De-

partment of Health, the Statistician and Director of Publicity and Education of the Municipal Tuberculosis Sanitarium, and the Attorney for the Sanitarium Board of Directors. Fifteen hundred physicians have been called before this hearing board to explain their failure to report cases of tuberculosis which had been under their care. The object of the hearing board was first of all to enforce the State law and to get cases reported, and one of the principal results has been familiarizing physicians with the requirements of the law.

The housing of the dispensaries has been greatly improved. Some of them were formerly in dark, crowded, poorly lighted and poorly furnished quarters. Ashland Boulevard, Grand Crossing, Racine Avenue and Sedgwick Street dispensaries have all been moved to greatly improved locations, and one new one has been added, that on Wabash Avenue. We now consider them the model tuberculosis dispensaries of the country.

Open Air Treatment Systematized

Although much of the literature on the subject of housing and tuberculosis has charged bad housing as a cause of the disease, statistics have not been available to show their relationship. In an effort to secure information regarding these statements, a housing survey was made, embracing comparative studies of the relationship of tuberculosis to housing in its various aspects of light, ventilation, crowding, nationality, adult and youthful occupants, etc., of which a full report has been published.

In 1915 there were 70 nurses in the field department of the Sanitarium. The number gradually rose to 100, and in the fall of 1921 it was increased to 150.

The Municipal Tuberculosis Sanitarium has assumed full charge of the medical, nursing and health treatment in the open-air rooms of the schools of Chicago. This work was formerly carried by a private organization. In 1915 there was an enrollment of about 600 children in 12 different schools; now there are 35 rooms in 25 different schools, with a total enrollment of about 1,400 children. Each child in these rooms is supplied with a pint and a half of milk per day.

In 1917 a Medical Treatment Board was appointed to standardize, simplify and render uniform the therapeutic treatment of dispensary patients. This has been productive of economy in the furnishing of drugs and also a wider usefulness of medicines, and has caused the elimination of many duplications in formulae.

Delegates to the various medical conventions report that other communities and cities are talking about the possibility of doing in the future what the Chicago Municipal Tuberculosis Sanitarium has been doing since 1917 and 1918.

Capacity of Sanitarium Greatly Enlarged

Since 1917 the capacity of the Sanitarium hospital has been increased from an average of 590 patients to 950. This

additional capacity has been provided without the addition of new buildings, but by certain alterations in those previously constructed.

The per capita cost, which averaged \$11.55 per week in 1915, has been maintained for the greater part of the time considerably below that figure, the low figure being in May, 1918, viz., \$9.54, while for the month of October, 1922, it was only \$14.22. And this has been accomplished in spite of the well-known rise in prices of all commodities necessary for the maintenance of the institution.

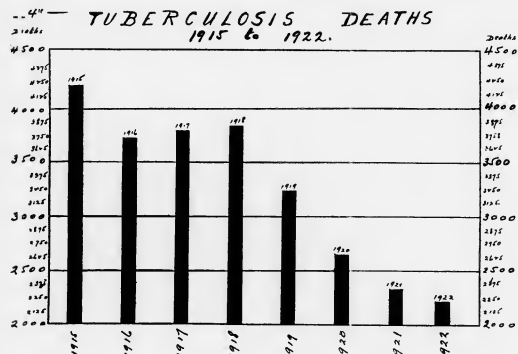
Vocational schools have been established, in which are maintained classes in stenography and typewriting, telegraphy, business English and English for foreigners; manicuring, hair dressing, barbering, laboratory technique, hospital nursing, dress-making, carpentry, pharmacy, tailoring, commercial art and automobile mechanics, for patients who are recommended for this work by the doctors. These schools are under the Board of Education, with regularly qualified teachers in charge.

New Buildings Aid General Program

The following activities in the building line are worthy of mention:

A hall for health education at an approximate cost of \$100,000.00, which is used for lectures on health, the vocational school classes, for entertainment for the patients and for religious services.

A research laboratory at an approximate cost of \$100,000.00, and equipped at a cost of approximately \$10,000.00.



Six greenhouses at approximately \$23,000.00. These provide a larger proportion of fresh vegetables for the patients during the winter months than had previously been possible.

Alterations in the infirmary, whereby 130 beds were added to the capacity of the institution, thus making it one of the largest institutions of its kind in America. This was possible without increasing the overhead expense to any considerable extent.

The construction of large sun parlors at the north end of the Administration Building, thus providing quarters for the General Superintendent and Research Director. This entailed the expenditure of approximately \$4,000.00, and saved the expenditure of \$37,000.00 for a Superintendent's residence, as originally planned in 1915.

The building operations also include the enlargement of the staff dining room, the addition of a large porch at the southwest end of the women's infirmary to provide sun treatments for the nursery children, the building of a new bakery with a brick oven, additions to the power house of more refrigerating machinery, ash conveyors, garbage incinerator; addition of more machinery to the laundry, the installation of a new 8-inch water main, the equipment of a carpenter shop in the infirmary, construction of two large chicken houses each 20 x 260 feet, construction of a modern animal house for housing animals to be used in the experimental work of the research laboratory, and the enlargement of the barn to provide for serum horses.

Results of Treatment

The cure of a case of tuberculosis is difficult, and a number of years are necessary to make a distinct dent in the mountain of new and old tuberculosis cases found in any community. The evidence indicates that such a dent has been made in the occurrence of tuberculosis in Chicago. This is deduced from the comparison of deaths from tuberculosis stated in the beginning of this report, and also from the fact that in the survey in 1916, 8.64% of those examined were found tuberculous, while in a survey conducted in 1921 only 0.8% of those examined were found tuberculous.

Another strong indication that tuberculosis is being gradually reduced in this city is the fact that the dispensary physicians report that at the present time there are only 921 known open cases in their homes in Chicago. All of these are under supervision. The policy of the Sanitarium has been to hospitalize all open cases of tuberculosis, and where an open case is permitted to remain at home he must prove to the institution that he is not in contact with any one, that his sputum is destroyed, and that he lives under the hygienic arrangements laid down by the Sanitarium and the Department of Health in the City of Chicago.

CHICAGO ZONING COMMISSION

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Edward R. Armitage
William Artingstall
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James B. Bowler

Charles S. Duke
Samuel A. Ettelson
Michael J. Faherty
Charles W. Fergu-
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John P. Garner
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MAYOR THOMPSON, in the message delivered to the City Council on October 2, 1916, called attention to the value of zoning for Chicago. This was prompted by a communication which he had received from the Commissioner of Buildings dealing with evils which had come to the Commissioner's personal observation and which were in need of correction. The communication transmitted on September 30, 1916, recommended that steps be taken toward a comprehensive zoning of the city. Speaking of it at that time as "neighborhood conservation," the Mayor appointed a committee working without compensation to study and work out concrete suggestions for the building development of the city, the protection of individual homes and the stimulation and encouragement of industrial, wholesale and retail merchants' activities, large and small.

Enabling Legislation Secured After Two Years' Delay

This committee found that State legislation was the first necessity. In order to have power to regulate the uses of property and the classes of structures to be erected thereon, the power to so regulate had to be granted to the city by the State. The committee thereupon worked toward obtaining the necessary legislation. They were not successful at the 1917 session of the General Assembly, but in the Legislature of 1919 there was passed an enabling act known as the Glackin Bill, giving the city power to regulate residential, commercial and industrial uses of property and to provide legislation for this purpose. It was found, however, that the Glackin Bill was not entirely satisfactory and practical and an attempt to proceed with the zoning of the city did not seem advisable. Further legislation, therefore, was obtained in the Session of 1921, giving the city additional authority to regulate the use of land and buildings, such regulation to be enforced under the police power. The City Council had already passed an ordinance authorizing the Mayor to appoint a Commission to work out a zoning ordinance, and now that an adequate enabling act had been passed, a Zoning Commission was accordingly appointed on July 22, 1921.

Commission Has Complete Record of Property Conditions

This Commission began its work immediately, retaining some of the best engineers in the country for the purpose of surveying the city. They have now completed a map drawn 660 feet to the inch, showing every piece of property in Chicago, showing also



Press comments on zoning in Chicago

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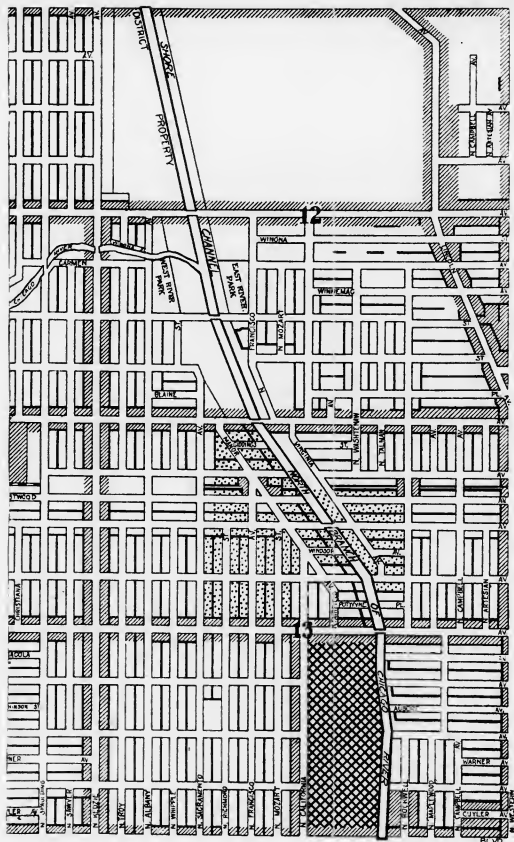
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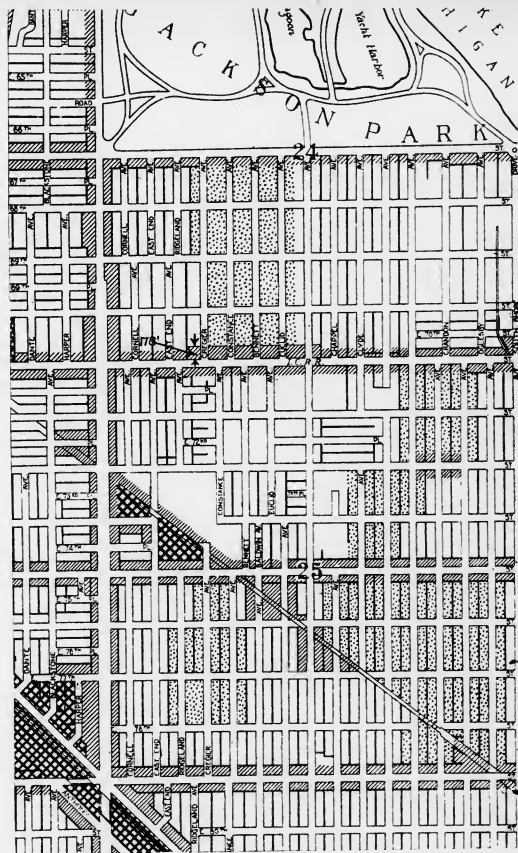
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Press comments on zoning in Chicago



A section of the city showing several private residence districts (dotted areas), apartment districts (unshaded areas), neighborhood business districts (single line shaded areas), and some districts along the railroads where manufacturing plants will be allowed (cross line shading).



A typical section of the city showing a private residence district (dotted area) and apartment districts (unshaded) predominating, with neighborhood business districts (single shaded areas) and a small district in which manufacturing is permitted (cross line shading).

blocks, streets, alleys, railroad right of way, rivers, canals, elevated and surface car lines. The surveyors in the field have observed and noted the use, height, area of lot occupied, state of depreciation of existing structures, and the setback of buildings from the street line, all of which has been recorded on the map by symbols. The information gathered includes a record of the population, the number of private homes, the number of two-flat buildings and the number of apartment houses, in every quarter section; it includes the amount of business, the acreage devoted to manufacturing, and the amount of vacant land, in every quarter section of the city. It includes a careful analysis of the value of land as related to the use to which it is put. This gives a complete record of the physical conditions existing at the present time and is without doubt the most complete survey and record of its kind. It will be of great value to the City departments and to those studying transportation problems, light, power, and telephone systems and other public utilities.

Chicago Better Off Than Other Large Cities

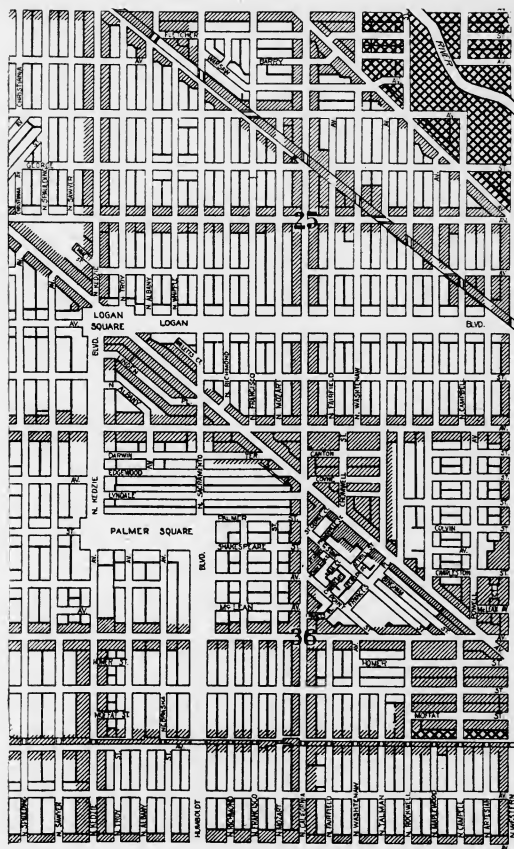
Undoubtedly Chicago is much better off than other large cities in regard to the location of its buildings and the uses to which its buildings are put; this is the case because Chicago has from time to time passed ordinances requiring in residential neighborhoods the frontage consent of property owners residing in the block in which the proposed structure will be located. This has proven to be a great protection to residence sections, as it has barred structures for the business uses which are most objectionable to such neighborhoods.

But regardless of all the favorable conditions that have existed, many millions of dollars are lost yearly because of the improper location of buildings and structures.

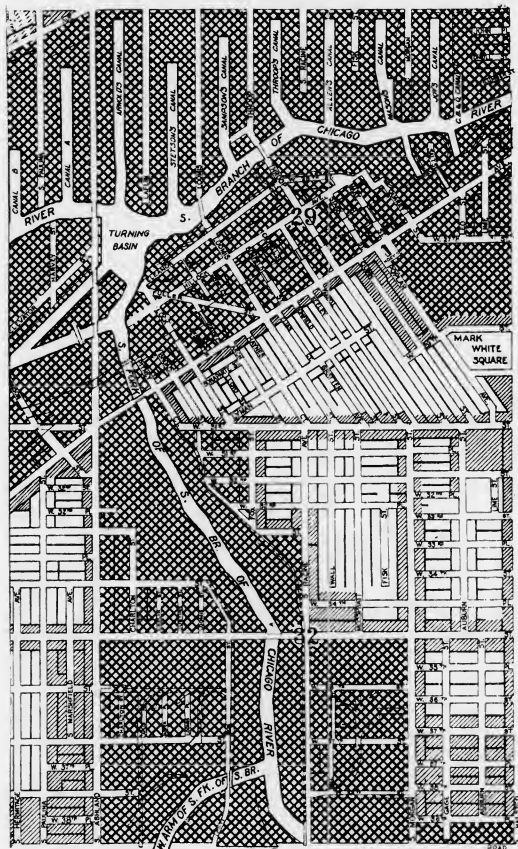
The Zoning System Will Protect Property Rights

The fundamental principle of any zoning system is economy. Our constitution guarantees the rights of property; and zoning because of this underlying principle which fosters efficient management and encourages proper distribution should guard these rights and not imperil them. By zoning it is the intention to prevent mistakes in the future rather than to remedy those that have been made in the past. As the city grows larger it must be so arranged that it can function in proportion to its growth; for as the city grows it must function efficiently and without injury to the people who live and do business within its limits.

By proper zoning there will be suitable places for all rightful businesses. Regulations which are sound and harmonious, reasonable and comprehensive, and fair to all concerned, can be made by zoning, aided by mutual cooperation and a spirit of municipal pride coupled with true civic loyalty. And the purposes for which land should be used in the future can be controlled to the benefit of all.



A typical section of the city showing apartment districts (unshaded areas), business and commercial districts (single line shading), and manufacturing districts (cross line shading).



A section of the city showing a large manufacturing district (cross line shading) with neighboring apartment districts (unshaded areas) and business and commercial districts (single shaded areas).

What the Proposed Zoning Ordinance Will Provide

After a thorough study of the existing conditions, the Commission has reached its conclusions and is about ready to recommend the passage of an ordinance which, in brief, will regulate:

1. The uses to which buildings may be put.
2. The height to which buildings may be erected.
3. The amount of lot or plot of ground that must be left vacant and unoccupied.
4. The building line or set back line of buildings from the street line in residence and apartment districts.

DEPARTMENT OF FINANCE

George F. Harding, Comptroller

Increase of \$88,097,859 in assets, cash on hand and investments during the last eight years.

Legislation obtained by the Comptroller permits the use of surplus funds for the purchase of city bonds, which has profited the traction fund alone to the extent of \$6,739,157.

More than \$15,000,000 in city bonds sold "over the counter" in small blocks, obviating the necessity of carrying large balance in the city treasury.

City Assets Increased During Thompson Regime

FOLLOWING is a report of the more important activities of the Comptroller's office during the past eight years:

	Increase
Cash on hand Dec. 1, 1922.....	\$ 28,638,522.34
Cash on hand Dec. 1, 1914.....	22,482,954.85 \$ 6,155,567.49

Cash invested in City of Chicago Bonds, Tax Warrants and Liberty Bonds, Dec. 1, 1922	\$ 32,346,500.00
Cash invested in City of Chicago Tax Warrants, Dec. 1, 1914.....	10,700,000.00 \$21,646,500.00

Total fixed assets Dec. 31, 1922.....	\$256,554,318.52
Total fixed assets Dec. 31, 1914.....	168,456,459.20

Increased assets	\$88,097,859.32
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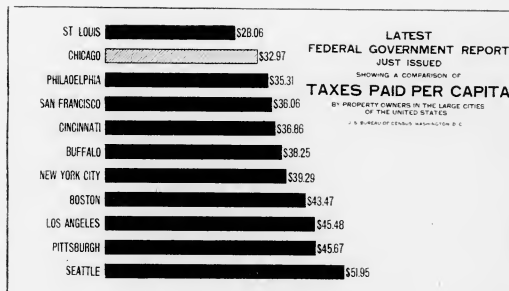
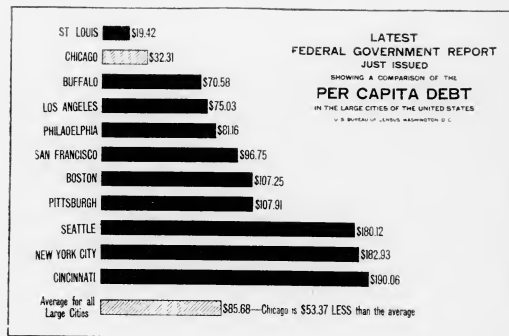
Grand Total increase in Assets, Cash on hand, and Investments, during Mayor Thompson's administration	\$115,899,926.81
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How Forethought Made It Possible to Save \$800,000 for City

The City Comptroller was instrumental in securing legislation which permits the investment of surplus funds in City bonds. This new statute permits the use of surplus City funds for the purchase of bonds and frequently tides the City over a period of financial depression, until there is a better market for the sale of securities. In 1921, instead of selling an issue of \$8,000,000 of bonds to pay City creditors, the City saved \$800,000 by investing surplus funds in the purchase of these bonds, which were sold some six months later at par, whereas if sold in the poor financial market prevailing at the time of their approval by the voters, the city could not have obtained better than 90 cents on the dollar for the bonds.

The investments of \$32,346,400, which the City now holds, consist of—

City of Chicago Tax Warrants amounting to.....	\$20,500,000.00
City of Chicago Bonds.....	2,984,800.00
U. S. Liberty Bonds and Savings Stamps.....	8,861,600.00



How Wisdom Is Justified of Her Children

A striking example of the advantage of permitting the investment of surplus funds in City paper is illustrated by the Traction Funds:

The companies have paid in cash to the City.....	\$22,411,528.47
The fund to date, after deducting expenses of.....	737,018.87
amounts to	28,413,666.97
In other words, the investment of these funds in Liberty Bonds, City of Chicago Bonds and Tax Warrants, has profited the Traction Funds to the extent of.....	6,739,157.37

During the past eight years the City has sold over the counter upward of \$15,000,000 City of Chicago Bonds. Sales were so promoted as to insure payment to contractors as the work on different improvements progressed. This obviates the necessity of carrying large cash balances in the City treasury, on which the City would receive a rate of 2 to 3 per cent interest, the bonds drawing 4 per cent—a loss of 2 per cent if the bonds were sold in large blocks. A clientele of investors for further issues of bonds has been built up which practically insures the success of the continuance of this method.

War Conditions Increased Task of Financing City

Financing of the Corporate Fund during the past eight years has been unusually trying because of war conditions, increased cost of labor and supplies, and the loss of several million dollars to the Corporate Fund by reason of tax objectors, and the loss of saloon licenses amounting to \$6,000,000 or \$7,000,000 annually.

The appropriation bills carried no extravagances; they merely provided for the absolute needs of the different departments and in part recognized the demands of policemen, firemen and union employes for increased wages made necessary by the increased cost of living. At the end of 1922 there was an unexpended balance in the Corporate Fund of approximately \$1,000,000.

Fewer Employes, but Better Service

When the present administration came into power there were 20,402 employes on the City payrolls; at present there are 18,308, a decrease of 2,000 employes. Nevertheless, the citizens are being furnished with more efficient service than they were eight years ago, notwithstanding that the population has increased from 2,400,000 in 1915 to 2,800,000 in 1922.

DEPARTMENT OF PUBLIC WORKS

Charles R. Francis, Commissioner

Pumping stations completed and under way to increase the city's water supply from 900,000,000 gallons to 1,450,000,000 gallons per day; water bills to consumers reduced 11 1/9 per cent.

Greater progress made, despite the handicaps imposed by the war, than in any other equal period in the history of the city.

Sixteen new bridges built with an increase of only \$50,000 over 1915 for maintenance and repairs of the entire system.



CHARLES R. FRANCIS

IN reviewing work of construction and operation during the past eight years, it should be borne in mind that, after this country entered the War in 1917, the United States Government imposed restrictions which limited construction for municipal and other purposes not directly connected with war preparations, to what was absolutely essential, and such work as was permitted had to be done under conditions tending to reduced efficiency and increased cost.

Simultaneously the cost of labor as well as material, where it could be obtained for any but war purposes at all, increased by leaps and bounds, reaching the peak in 1921. In spite of these handicaps greater progress was made in the way of constructions and improvements than in any equal period in the history of the City of Chicago, as can be seen by the following:

Water Supply System

Tunnels and Cribs:

The WILSON AVENUE TUNNEL, twelve and thirteen feet in diameter and eight and one-half miles long, with a new Intake Crib, located three miles from shore, was constructed.

WESTERN AVENUE TUNNEL EXTENSION, to supply a new 300-million-gallon station, was undertaken and six miles excavated through solid rock.

The CHICAGO AVENUE TUNNEL SYSTEM has had extensive changes, greatly improving conditions there.

Preliminary work for extending the Chicago Avenue Tunnels from the old Chicago Avenue to the Carter H. Harrison Cribs has been done, and new landings and protections at four of the older cribs were built.

These constructions and improvements, including some tunnels to carry water pipe across the River, have been made at an expenditure of \$7,135,000.

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Pumping Stations:

The MAYFAIR PUMPING STATION, with a present capacity of 135 million gallons per 24 hours, supplied with water through the new Wilson Avenue Tunnel, was constructed and



Wilson avenue crib, looking east

placed in operation. The capacity of this station can be considerably increased by the installation of additional machinery, provision for which has been made.

A new BOOSTER STATION for increasing the water pressure in Clearing was added to the system.

Renewals, additions and betterments, including the changing of three major pumping stations from steam to electrical operation, have been made.

These additions and improvements to the city's water pumping plants involve an expenditure of \$5,999,000.

The nominal capacity of the Water Pumping Stations has been increased from 900 million gallons in 1915 to 1,150 million gallons per 24 hours in 1922. Steps have also been taken and plans are nearly completed for a new station with a capacity of 300 million gallons per 24 hours, to be supplied through the Western Avenue Extension Tunnel, already referred to. This, when completed, will make the rated capacity of the combined stations 1,450 million gallons, an increase over the 1915 capacity of over 60 per cent.

Distribution System:

Deducting pipe, valves, hydrants and water meters taken out or abandoned, the distribution system has been increased as follows:

New pipe added	500.3 miles
New valves added	4,947 miles
New hydrants added	5,248 miles
New water meters added	13,719 miles

On January 1, 1915, there were 18,474 water meters in service, and on December 31, 1922, there were 32,193—an increase of 13,719, or 74.3 per cent in eight years.

The distribution system has been kept in good repair, and through constant investigations and water surveys has been made to function efficiently and economically.

Constructions and additions to the distribution system, and not including maintenance, amounts to \$9,214,284 in eight years.

Operation:

The yearly pumpage, which in 1915 amounted to 221,448 million gallons, or about 609 million gallons per day, has been increased to 296,226 million gallons in 1922, or an average daily pumpage of 811.5 million gallons.

In spite of the constant increase in population, not only has the per capita pumpage been maintained, but the average daily pumpage for every person in the city is now 293 gallons as against 236 gallons in 1915. The water pressure has been slightly, but gradually, increased.

Water Bills Greatly Reduced

The total collections since 1914 aggregate \$60,800,000, an increase of \$15,100,000.

The net water bills have been reduced 11 1/9 per cent or a total of \$7,600,000 to the consumers during the eight-year period.

The proportion of total expenses to the collections from water rates has increased only 12 7/25 per cent since 1907, or from .057 to .064.

The collections for 1922 amount to \$4,000,000 more, or an increase of 87 per cent over the collections of 1907. Gross collections for 1922 aggregate \$8,600,000, an increase of \$390,000 over 1921.

Municipal Shops and Warehouse

The Marshall Boulevard Municipal Plant was completed and placed in operation in 1916 at a cost of \$2,600,000.

The Municipal Warehouse and Yards, centralizing the handling of all kinds of materials used by the city, is a part of this plant.

Bridges and Viaducts

During the past eight years there have been constructed sixteen new bridges of modern design at a cost of \$6,860,000.

Among these are the Lake Street and Wells Street double deck bridges, the Monroe Street, Madison Street, and Franklin

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The nominal capacity of the Water Pumping Stations has been increased from 900 million gallons in 1915 to 1,150 million gallons per 24 hours in 1922. Steps have also been taken and plans are nearly completed for a new station with a capacity of 300 million gallons per 24 hours, to be supplied through the Western Avenue Extension Tunnel, already referred to. This, when completed, will make the rated capacity of the combined stations 1,450 million gallons, an increase over the 1915 capacity of over 60 per cent.

Distribution System:

Deducting pipe, valves, hydrants and water meters taken out or abandoned, the distribution system has been increased as follows:

New pipe added	500.3 miles
New valves added	4,947 miles
New hydrants added	5,248 miles
New water meters added	13,719 miles

On January 1, 1915, there were 18,474 water meters in service, and on December 31, 1922, there were 32,193—an increase of 13,719, or 74.3 per cent in eight years.

The distribution system has been kept in good repair, and through constant investigations and water surveys has been made to function efficiently and economically.

Constructions and additions to the distribution system, and not including maintenance, amounts to \$9,214,284 in eight years.

Operation:

The yearly pumpage, which in 1915 amounted to 221,448 million gallons, or about 609 million gallons per day, has been increased to 296,226 million gallons in 1922, or an average daily pumpage of 811.5 million gallons.

In spite of the constant increase in population, not only has the per capita pumpage been maintained, but the average daily pumpage for every person in the city is now 293 gallons as against 236 gallons in 1915. The water pressure has been slightly, but gradually, increased.

Water Bills Greatly Reduced

The total collections since 1914 aggregate \$60,800,000, an increase of \$15,100,000.

The net water bills have been reduced 11 1/9 per cent or a total of \$7,600,000 to the consumers during the eight-year period.

The proportion of total expenses to the collections from water rates has increased only 12 7/25 per cent since 1907, or from .057 to .064.

The collections for 1922 amount to \$4,000,000 more, or an increase of 87 per cent over the collections of 1907. Gross collections for 1922 aggregate \$8,600,000, an increase of \$390,000 over 1921.

Municipal Shops and Warehouse

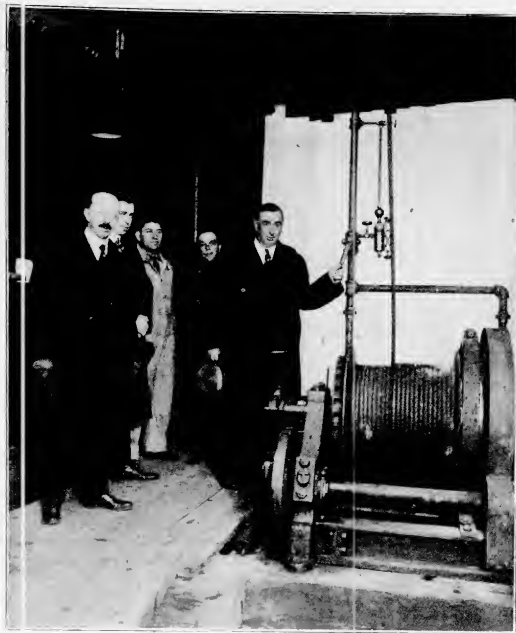
The Marshall Boulevard Municipal Plant was completed and placed in operation in 1916 at a cost of \$2,600,000.

The Municipal Warehouse and Yards, centralizing the handling of all kinds of materials used by the city, is a part of this plant.

Bridges and Viaducts

During the past eight years there have been constructed sixteen new bridges of modern design at a cost of \$6,860,000.

Among these are the Lake Street and Wells Street double deck bridges, the Monroe Street, Madison Street, and Franklin



Beginning excavation work for the Western avenue tunnel;
Mayor Thompson setting the machinery in motion

Orleans Street bridges, all greatly improving transportation to and from the Loop.

In this statement is not included the Michigan Boulevard bridge (plans for which were prepared in the Bureau of Engineering), as the construction was done by the Board of Local Improvements.

The construction of the Roosevelt Road Viaduct and Bridge, now under way, has been well advanced, the expenditures so far having been \$3,400,000.

A great deal of work has been done in the way of maintenance and improvement in the old, as well as the new, bridges so as better to insure safety and reduced maintenance costs.

New signals have been introduced to meet Federal Government requirements.

New kinds of floors to meet the changing traffic, and new protections to meet navigation conditions have been introduced.

The sanitary conditions in bridge houses have been greatly improved.

In spite of the increase in the number of bridges the yearly cost of repairs and maintenance of the entire systems of bridges and viaducts has increased only \$50,000 over 1915; being \$420,000 in 1922 as against \$370,710 in 1915. This increase covers all of the above-mentioned improvements and reconstructions.

Inspections and Tests

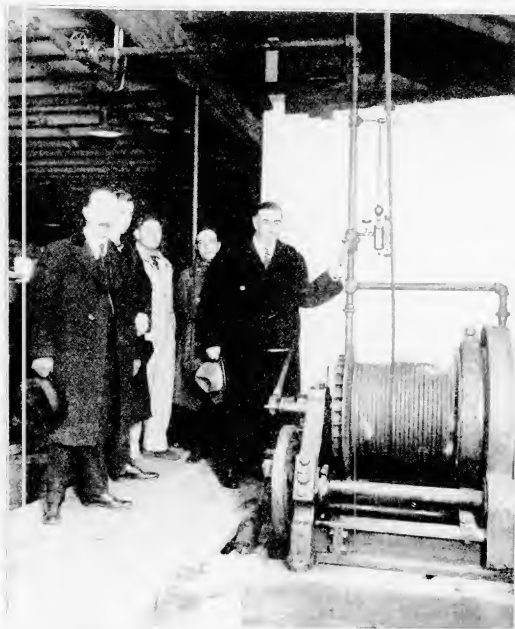
A modern, well-equipped testing laboratory, established in the administration building of the municipal plant, with an organization of trained operators, has provided a means for a careful and reliable check on all important purchases by the city, such as coal, oil, cement, stone, brick, lumber, castings, steel structures, etc. In fact, there is hardly anything, from the material and machinery entering into a bridge or pumping station to rags and soap, that has not to pass muster before the City's testers.

Miscellaneous

The Construction Division of the Bureau of Engineering, under the day labor system, in addition to such large work as Wilson Avenue Tunnel and Mayfair Pumping Station, the Western Avenue Tunnel Extension, the Municipal Plant, and the Roosevelt



Looking north in the Western avenue tunnel at 61st street



Beginning excavation work for the Western avenue tunnel; Mayor Thompson setting the machinery in motion
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Looking north in the Western Avenue tunnel at 61st street

Read Viaduct, has also done a large amount of construction and repair work for other Bureaus and Departments of the Municipal Government. Among the latter may be mentioned the reconstruction of the Municipal Reduction Plant and the Chicago and Cook County School for Boys.

The day labor system of construction has produced much higher grade of constructions than have generally been obtained under the contract system.

During the past eight years work to the amount of \$24,455,000 has been executed by the construction division of the Bureau of Engineering.

BUREAU OF STREETS

Chicago was the first city to inaugurate a Vehicle Tax Fund, which provides that all vehicles using the public streets shall pay a tax. This places the responsibility for the repair and maintenance of pavements upon the user direct. After investigating Chicago's methods, other cities are making plans to procure like taxation.

The city owns and operates two asphalt plants to repair the bituminous pavements, which represent the greatest mileage. A new asphalt plant is now under construction in the north section of the city which, when completed, will give each section, viz., north, south, and west side, a plant for repairing bituminous streets.

Chicago Has Greatest Mileage of Paved Streets in U. S.

In 1915 the vehicle tax division had two automobile trucks delegated to the repair and maintenance of streets; today the fleet numbers 34 and is increasing every year. Two automobile air compressors equipped with pneumatic hammers were designed, with a view of lowering the cost and eliminating the tedious hand work connected with the cutting out of old paving, and Chicago boasts of the only machines of this type in operation.

Since 1915 both labor and material have increased in cost 81 per cent, hence it is only natural to expect a like increase in the cost of doing work, but this increase does not take into consideration that better material, more modern methods, greater efficiency and better work has resulted. All of the large cities of the United States have appropriations larger than Chicago's for repair and maintenance of pavements, yet Chicago maintains a greater mileage of pavement than any other city in the United States.

Maintained by Vehicle Tax Receipts

This work is accomplished entirely from receipts of the vehicle tax. In 1915 the collection was \$768,028, and in 1922 \$2,485,606.62. Since 1915 the motor apparatus has increased 389 per cent, the mileage of paved streets 10 per cent, and the vehicle tax fund 223 per cent.

In 1915, Chicago had three power flushers operating exclusively in the downtown district. In 1922 there were 18 modern power flushers working in two shifts of 8 hours each and flushing 400 miles of streets daily.

The ash hauling equipment is being supplanted by the new tractor and trailer system, and an initial unit of 81 trailers and 8 tractors is now in operation.

BUREAU OF SEWERS

The following statement shows the volume of work performed, the major activities of the Bureau of Sewers and the average unit cost thereof for the past eight years as compared with those of the four years preceding the year 1915:

Flushing Sewers

Yearly average number of feet flushed, 1911-14.....	5,057,325
Yearly average number of feet flushed, 1915-22.....	6,825,613
Cost per one hundred feet, 1911-14.....	\$0.75
Cost per one hundred feet, 1915-22.....	.64
Saving in eight years.....	\$ 60,065.90

Scraping Sewers

Yearly average number of feet scraped, 1911-14.....	395,350
Yearly average number of feet scraped, 1915-22.....	605,810
Cost per one hundred feet, 1911-14.....	\$11.80
Cost per one hundred feet, 1915-22.....	10.545
Saving in eight years.....	\$ 60,823.42

Cleaning Catch Basins

Average number catch basins cleaned, 1911-14.....	36,830
Average number catch basins cleaned, 1915-22.....	44,502
Average cost per basin by hand, 1911-14.....	\$3.86
Average cost per basin by hand, 1915-22.....	3.385
Catch basins cleaned by educators, 1917-22.....	147,027 @ \$1.89
Saving in eight years by hand.....	\$169,066.90
Saving in six years by machine.....	289,643.19
	\$458,710.09

City Maintains 2,600 Miles of Sewers

The \$1,000,000 sewerage system made necessary by the building of the new Union Railroad Station and paid for by the Company was planned and installed under the direction of this Bureau.

The Bureau's receipts for licenses, permits, and special deposits for the year 1914 were \$51,640; for 1922, \$119,512.

Number of laborers (Cleaning Division) in 1914 was 225; average for the past five years, 142.

Number of double teams (Cleaning Division) in 1914, 41 for the past five years, 16.

The Repair Division is the same in numbers as it was twenty years ago, viz., two foremen, seven bricklayers, seven double teams, twenty-two laborers.

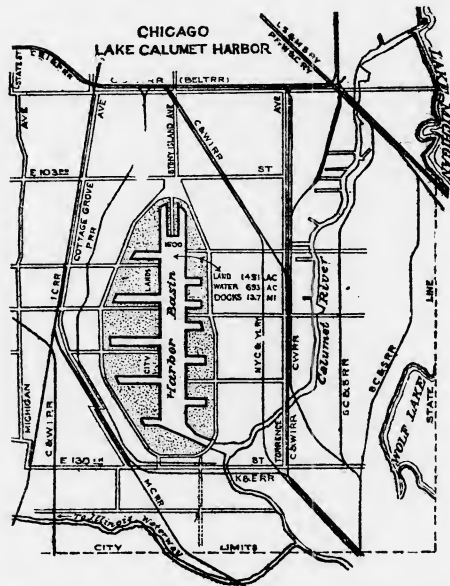
The sewerage system under the bureau's care comprises 2,600 miles of mains, 130,000 catch basins, and 95,000 manholes.

BUREAU OF RIVERS AND HARBORS

This bureau, under the Harbor Master, is responsible for the enforcement of the city ordinances pertaining to navigation, encroachment or obstructions to channels—police supervision of all construction work in and about the harbor of the City of Chicago—and the operation of the 46 city bridges over the Chicago and Calumet Rivers.

The function of bridge operation has been vastly improved, due to careful selection of bridgetenders from the Civil Service lists and a rigorous training before acceptance, resulting in the present high degree of efficiency of that unit.

The working conditions of the bridgetenders have been greatly improved by the reduction of the working time from 12 to 8 hours and the employment of 6 additional emergency relief



(Outline of the city-owned harbor on Lake Calumet, which it is expected will be completed within six years. It will have 12.7 miles of docks

men and 22 relief men to allow each bridgetender a day off duty every two weeks.

With the closing of the Division of Pipe Yards and Stores in January, 1922, this bureau opened a storeroom under the north end of Franklin-Orleans Street Bridge where supplies are kept. By purchasing supplies direct from the manufacturer a net saving of 20 per cent is effected on all bridge supplies.

Since 1915 there were repaired or rebuilt approximately 23¼ miles of docks, and the appearance and usefulness of both the Calumet and Chicago Rivers greatly improved thereby.

Lake Calumet Harbor

The idea of providing Chicago with a much-needed, large, safe, inland harbor on Lake Calumet is not new, nor was it new in 1909 when the Chicago Harbor Commission, through its endorsement of the idea, made it a part of the city's waterway program. As a first step toward its consummation, the Harbor Commission recommended the securing from the state of a grant to the city of the fee simple title of the bed of this lake. It is a noteworthy fact that from the year 1909 to 1921 the three governors of Illinois all hailed from Chicago and that each of the three, through vetoes or threats of vetoes, blocked the efforts of Chicago to secure the legislation needed to make this harbor possible and that it remained for a down-state governor, Governor Small of Kankakee, to aid Mayor Thompson in securing this state land grant in the year 1921—just twelve years after the Harbor Commission recommended that it be secured—and in the first year of Governor Small's term.

State Land Grant Permits City to Go Ahead

In 1921, the year of the state land grant, the city passed an ordinance which accepted the grant, adopted a harbor plan which has received general approval, and authorized the corporation counsel to institute the necessary court proceedings to acquire the riparian rights of the shore-owners. In 1922 the corporation counsel filed fourteen suits for the confirmation of agreements made between the city and owners of seven of the eight miles of the lake's frontage, whereunder they surrender their riparian rights for a small strip of waste fore-shore; brought a suit in condemnation against the owner of the other mile of frontage; and defeated litigation, instituted by railroad interests, to close the most important street to the harbor from downtown: Stony Island Avenue from 95th Street to Lake Calumet—a street 200 feet wide, established in 1869.

Will Give 12 City Miles of Deep-Water Harbor Frontage

The harbor plan adopted by the city provides for the dredging of 700 acres of water area to a depth of 21 feet and for the reclamation, with these dredgings, of 1,400 acres of land having a deep-water frontage of over 12 miles. All this frontage and all these harbor lands will be the property of the city and will

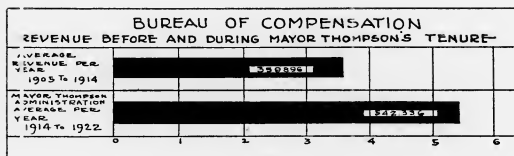
have a value well in excess of the cost of the dredging, estimated at \$3,500,000. A plan for the first unit of construction has been prepared and provides immediately for a 200-foot channel throughout the length of the lake.

Provides Terminals for the Illinois Waterway

Chicago's great need of additional and better harbor facilities has been long recognized and the Lake Calumet Harbor will provide a safe inland terminal for the Illinois Waterway and will be the meeting place of, and transfer point between, the lake and river boats. The lands not needed for municipal harbor uses may be sold or leased for industrial purposes and will keep and bring to Chicago many great industries, requiring large sites on water, which, but for Lake Calumet, would be forced to other lake ports.

BUREAU OF COMPENSATION

This Bureau was created in 1905 for the purpose of collecting revenue for special privileges over, on and under streets and alleys.



For the ten-year period from 1905 to 1914, the total revenue derived was \$3,598,965.40, or an average of \$359,896.54 per annum. During the eight-year period, 1915 to 1922, comprising Mayor Thompson's administration, the total revenue derived was \$4,338,689.43, or an average of \$542,336.15 per annum.

This is an increase of 50.69 per cent without any increase of employees, the Bureau functioning with four employees since the year 1911.

BUREAU OF ARCHITECTURE

The following is a resume of the more important accomplishments of the Bureau of Architecture:

Municipal Contagious Disease Hospital, consisting of administration building, service building, and two ward buildings at West Thirty-first Street and South California Avenue.

Three new public bath buildings known as "Lincoln Street Bath," "Kedzie Avenue Municipal Bath" and "Frank E. Lawler Bath."

Two underground public comfort stations at the Public Library and a one-story station at Madison and Market Streets.

New police station buildings: Sixth District Station, Forty-eighth Street and Wabash Avenue; Twentieth District Station, Twenty-third and Robey Streets; Ninth District Station, Ninety-first Street and Cottage Grove Avenue; Twenty-fourth District Station, Chicago and Lorel Avenues; Twenty-sixth District Station, Racine Avenue and Superior Street.

Fifteen fire engine and three truck houses at the following locations: Ninety-fifth and Charles Street; 1052 Waveland Avenue; Sixty-ninth Street and Indiana Avenue; Forty-third and Paulina Streets; 7313 Kingston Avenue; 2179 South State Street; 1405 East Sixty-second Place; 2111 South Hamlin Avenue; 1721 Greenleaf Avenue; 817 East Ninety-first Street; 4426 North Kedzie Avenue; 1713 North Springfield Avenue; 2322 Foster Avenue; Walker Avenue and Park Street; 714 North Kedzie Avenue; 2329 Natchez Avenue; 5218 South Western Avenue; One Hundred and Fourth Street and Harvard Avenue.

Combination fire engine and truck house at 5441-45 Lake Park Avenue.

Three substations for the Department of Gas and Electricity known as the Northwest, South Chicago and Southwest Electrical substations erected.

A group of buildings, known as The Chicago and Cook County School for Boys, erected at Twenty-second Street and Harlem Avenue, Riverside.

Administration building, laundry building, men's and women's locker rooms constructed at the new Clarendon Avenue bathing beach.

Three natatoriums adjoining the Roseland, Fillmore Street and Springfield Avenue Pumping Stations.

Temporary bathing beach facilities of frame and concrete construction installed at the Hyde Park bathing beach.

Typical one-story office buildings, shelter and sand court buildings erected on more than fifty playgrounds, and comfort stations, wading pools, etc. installed.

South Chicago Market, a two-story building located at Ninety-second Street and Ewing Avenue erected for the purveyance of food stuffs to the public at reasonable prices.

Situation plat prepared in connection with the proposed relocation of the Maxwell Street Market.

DEPARTMENT OF GAS AND ELECTRICITY

George E. Carlson, Commissioner

Made Chicago the best lighted large city in the world. Increased the number of lights from 24,000 to 55,000 and reduced the cost from \$28 to \$24.

Saves taxpayers approximately \$1,450,000 a year by municipal operation of lighting system.



GEORGE E. CARLSON

SINCE the authorization of the first bond issue for street lighting extensions in 1916, this department, at the instance of Mayor Thompson, has consistently followed the policy of displacing rented electric, gas and gasoline street lamps by the installation of municipally operated electric street lamps. Today Chicago is the best lighted city in the world, having the largest municipal street lighting system in existence and operating 55,000 electric street lamps at a cost of \$1,400,000. (See Plate A.) To provide the same service, using electric street lamps rented from Public Utilities instead of municipally operated lamps, would cost the city approximately \$2,850,000 per year. From this it is apparent that the municipal system is now saving the taxpayers approximately \$1,450,000 per year.

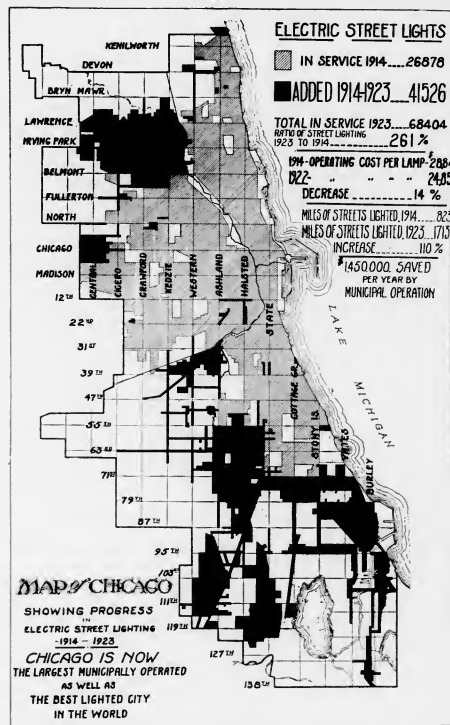
By reference to Plates B and C, it will be noted that a decrease in the cash cost of operation per lamp was maintained until those years in which war time wage scales and material costs caused slight increases and that the cash cost has again been decreased since those years.

Improved Methods Reduce Lighting Costs

It is worthy of note that in spite of the greatly increased cost of labor and commodities caused by the war, the operating cost per lamp has been decreased from \$28.84 per lamp during 1914 to \$24.85 per lamp during 1922, which is 14 per cent. This is due partly to the policy of replacing rented lamps by municipal installations, to the general efficiency in Department management and also to the following improvements in circuit design and methods of operation:

1. All of the arc lamps (considered the best type of street lighting as late as 1913) have been replaced by efficient Type "C" gas-filled incandescent lamps.
2. A new type of residence lighting system (known as the group lighting system) has been designed.

Plate "E"



Twenty-one thousand lamps have been installed on this type of circuit and by the spring of 1923 there will have been installed an additional fourteen thousand lamps. This system is constructed at a saving of 13 per cent in first cost and so designed that it is impossible for the public to come in contact with dangerous voltages.

Save Nearly a Million and a Half

As an illustration of the saving which the Department has made by the installation of municipal electric lamps, to displace

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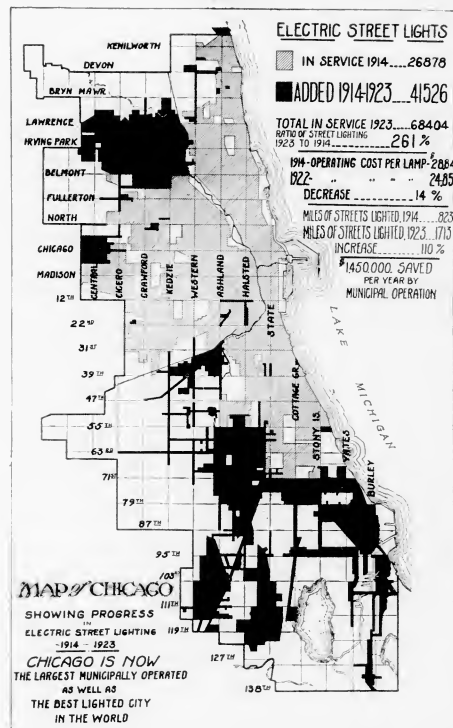
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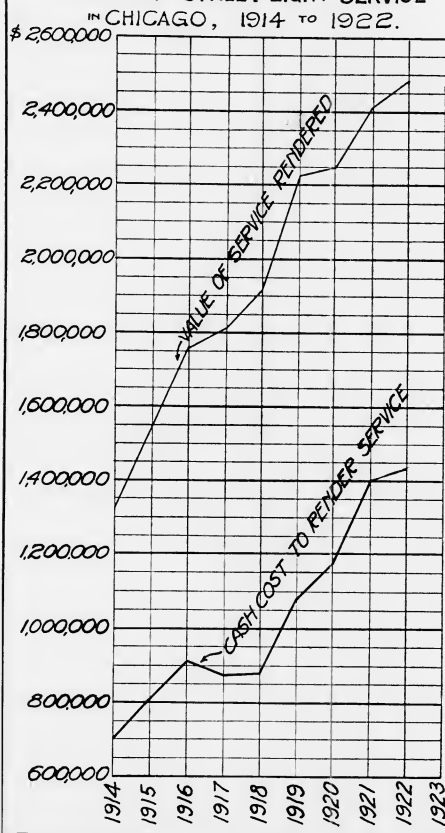


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PLATE "A" **ELECTRIC STREET LIGHT SERVICE**



rented electric lamps (Plate D) is submitted. This shows an approximate annual saving of \$77,000, if only sufficient municipal lamps had been installed to displace the rented lamps. However, the street lighting afforded by the rented lamps was entirely insufficient and in making the municipal installations the number of lamps per block was increased to such an extent that were the City to contract for rented lamps to displace the present municipal system the cost would be, as stated above, \$1,450,000 per year more than the operating costs of the municipal system.

Buys Electricity From Sanitary District

The Department purchases all electrical energy used in the Municipal Street Lighting System from the Sanitary District of Chicago at an annual rate of \$15.00 per kilowatt. This amounts to \$.0044 per kilowatt hour. The power is delivered to twelve sub-stations owned and operated by the Electrical Department from which it is distributed over the lamp circuit system.

Previous to October, 1918, the Department had a contract under which the Sanitary District operated the sub-stations and were paid for the service \$1.00 per year for each 450 watt lamp in service. Under this contract the City also paid the Sanitary District \$15.00 per horsepower per year. This rate amounted to \$.0054 per kilowatt hour. The new contract, therefore, gives a reduction of about 25 per cent in the cost of energy purchased.

Number of Street Lights Increased 154 Per Cent

A glance at the map (Plate E) will show only 26,878 municipal electric street lights in service in 1914. From 1914 to 1923, additional lights amounting to 41,526 were installed: the total number of electric street lights in service in 1923 being 68,404. This represents an increase of 154 per cent.

This increase in electric street lighting from 1914 to 1923 has been financed by two bond issues, one passed June 5, 1916, for \$3,750,000, and one passed June 5, 1922, for \$2,000,000. Miles of underground conduit and cable, thousands of electric light posts, globes, lamps and accessories have been purchased and installed from the proceeds of these bond issues. Three modern sub-stations of pleasing architectural design have been built and placed in operation.

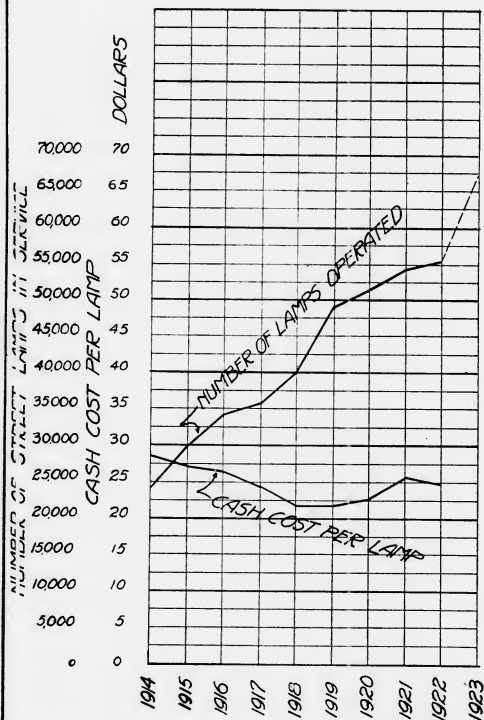
Fire Alarm and Police Signal Systems

The Department is charged with the responsibility of maintaining a fire alarm and police signal equipment both in the streets and in the engine houses and police stations in such condition that alarms and messages can at all times be instantly transmitted. In order to accomplish this result it is, of course, essential that any necessary repairs must be made as quickly as possible. That the Department is making improvements in the maintenance of the system is, therefore, shown by the fact that it now requires on the

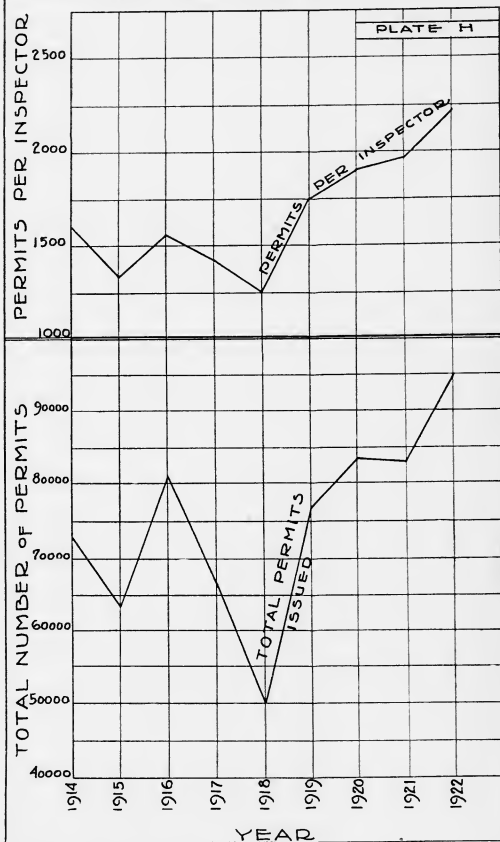
PLATE "B"

ELECTRIC STREET LAMPS IN SERVICE
& CASH COST PER LAMP

CHICAGO 1914^{to} 1923



NUMBER OF ELECTRICAL INSPECTORS
EMPLOYED AND WORK PERFORMED



average less than thirty minutes to replace a circuit in service, whereas in 1914 the average time required was an hour and thirty minutes. The accompanying table (Plate G) will show that considerable progress has been made in the installation of modern cables to displace the antiquated aerial wires which have been in service for years and which are very expensive to maintain.

Municipal Radio Station Maintained Since June, 1921

The application of radio or "wireless" telephony to municipal use in the routine of police, fire, health, water supply and welfare work, has received study and consideration. The first municipal radio station in the United States was placed in operation in June, 1921. To satisfy public demand, municipal talks are broadcasted from station WBU tri-weekly, afternoon and evening, and police and health bulletins three times daily. Experiments have been conducted during the past few years and especially during 1922, with a view to the complete control of police activities from Central headquarters by the transmission of messages by radio.

Electrical Inspection

This Bureau supervises the installation of all kinds of electrical wiring throughout the city; the main purpose of these inspections being to safeguard the public against "electrical fires." That the Bureau is functioning serviceably along this line is proven by the fact that the number of "electrical fires" per hundred thousand incandescent lamps in use in the city shows a substantial decrease. Figures compiled by the National Board of Fire Underwriters show that the total loss from fires caused by electrical wires in the United States during the last five years is \$84,860,000, and that only eighteen-hundredths of one per cent (.018) of this loss occurred in Chicago, whereas the population of Chicago is approximately 3 per cent of that of the United States.

Reference to (Plate H) will show that this result is largely due to increased efficiency in the Department, inasmuch as the number of inspections per man, per year, has increased approximately 35 per cent during the period from 1914 to 1922.

Another illustration of Department effectiveness in the reduction of the fire loss is indicated by the progress which has been made in the moving picture field. But a few years ago it was customary to have fires in moving picture theatres on an average of about two a week, but due to the development of the moving picture machine, as brought about by the rigid rules of the Electrical Department and also owing to the strict municipal supervision of operators, the fires from this source have been reduced to not more than one or two per year.

Other Activities

The Department renders co-operative service to other departments by means of its investigations to minimize damages to water pipes and other city owned sub-surface structures due to electrolysis, and also through the activities of the Bureau of Elec-

trical Engineering, which renders engineering advice on electrical matters to all other departments upon application.

The Bureau of Electrical Wiring and Repairs makes electrical installations and repairs electrical equipment for all departments of the City government, rendering bills to those departments to cover the cost of the work performed. Previous to 1914, although the Bureau of Electrical Wiring and Repairs had been in existence for many years, a great amount of this electrical repair work was still performed by employees scattered throughout the various departments of the city. By a persistent effort this work has been brought within the jurisdiction of this Department, where the experience of the foremen permits greater efficiency in the work and with the result that there is a material saving in overhead on such activities. The accompanying tabulation and curve (Plate I) show the amount of bills rendered in each year from 1914 to 1922, and from these it will be noted that there has been a substantial increase in such services during the past few years:

1914	\$21,048.85
1915	80,202.65
1916	103,455.31
1917	82,824.68
1918	111,769.51
1919	164,501.43
1920	136,564.33
1921	210,110.18
1922	246,697.09

PLATE "C"

Table of Costs for Electric Street Lighting
1914-1922

Year	Municipal		Rented		Total		Cash Cost per Lamp
	No.	Cost	No.	Cost	No.	Cost	
1914	23,046	\$ 610,722.19	1,271	\$ 90,555.18	24,317	\$ 701,277.37	\$28.84
1915	28,415	712,742.07	1,346	99,150.24	29,761	811,892.31	27.28
1916	32,776	805,684.39	1,447	105,804.87	34,223	911,489.26	26.60
1917	34,155	763,685.78	1,554	112,565.54	35,709	876,251.32	24.50
1918	38,311	758,960.21	1,684	117,247.47	39,995	876,207.68	21.90
1919	47,601	975,541.25	1,358	98,913.86	48,959	1,074,455.11	21.95
1920	51,010	1,148,959.50	448	30,720.00	51,458	1,179,679.50	22.92
1921	54,104	1,388,942.99	120	5,513.19	54,224	1,394,456.18	25.72
1922	55,290	1,372,032.00	126	5,788.85	55,416	1,377,820.85	24.85

PLATE "G"

Equipment Data—Fire Alarm and Police Signal System

Year	Engine Houses	Police Stations	Fire Boxes	Police Boxes	Circuits	Miles of Wire in Service	"Wire Miles" of Cable in Service
1914	134	45	2,058	1,312	476	2,070.80	4,047.79
1915	134	45	2,103	1,316	490	2,079.00	4,656.39
1916	147	45	2,133	1,326	498	2,095.80	4,868.54
1917	159	32	2,135	1,357	484	2,159.70	4,736.33
1918	159	32	2,146	1,359	494	2,197.08	5,790.75
1919	159	32	2,168	1,364	507	2,193.60	7,348.96
1920	159	34	2,179	1,365	515	2,233.77	7,491.14
1921	159	37	2,185	1,378	520	2,203.00	7,735.58

PLATE "D"

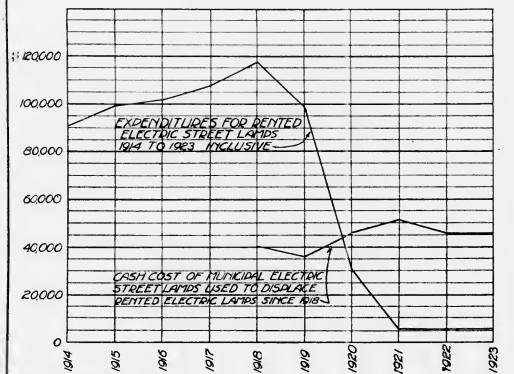
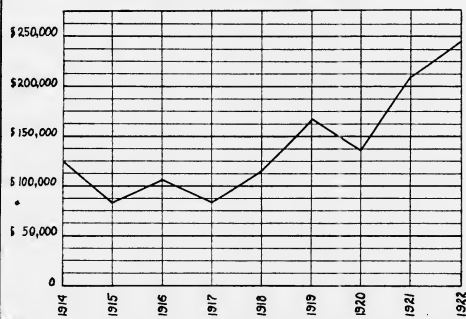


PLATE "I"

BUREAU OF ELECTRICAL WIRING & REPAIRS
WORK DONE EACH YEAR - 1914 TO 1922



BUILDING DEPARTMENT

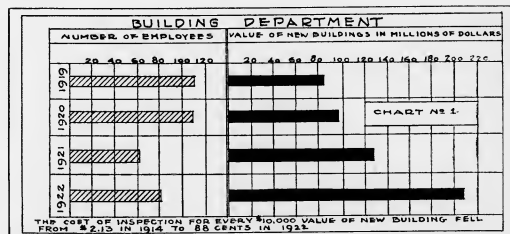
Charles Bostrom, Commissioner

It is the function of the Building Department to regulate the construction and maintenance of buildings so as to conserve the public safety and general welfare. How important this is can be realized when one considers the fact that the greater part of one's life is passed in or about buildings, whether at rest, work, amusement or worship.

It is most gratifying to note that during the past eight years no fatal accidents or deaths have occurred that can be laid to neglect or carelessness of the Building Department in connection with the erection of buildings. No catastrophe of a serious nature has occurred in or about theatres, moving picture houses, halls or churches though more than two millions of people attend them daily, or through fires in apartment buildings, factories, churches, hospitals and buildings used for public assembly.

The recommendation and obtaining of what is known as the 35 and 60 per cent. area occupation ordinance, which became effective November 30, 1921, stands out as the greatest achievement of the year and has accomplished more than any former building ordinance in a like period of time by preserving the appearance and stabilizing occupation and value of residence blocks. It has not only saved many millions of dollars to property owners, but it has also caused the investment of outside as well as local capital of \$209,000,000 during the past year, which is the greatest expression of confidence in the rapid progress of Chicago's building industry and the future of the city that can be made, and without doubt a great deal of credit is due to the proper regulation by the city.

A number of charts, three of which are reproduced here, present briefly the most important activities of the department, together with its earnings and expenditures.



BUILDING DEPARTMENT
CHART SHOWING COMPARISON OF REVENUE, EXPENSES TO
APPROPRIATION AND REVENUE

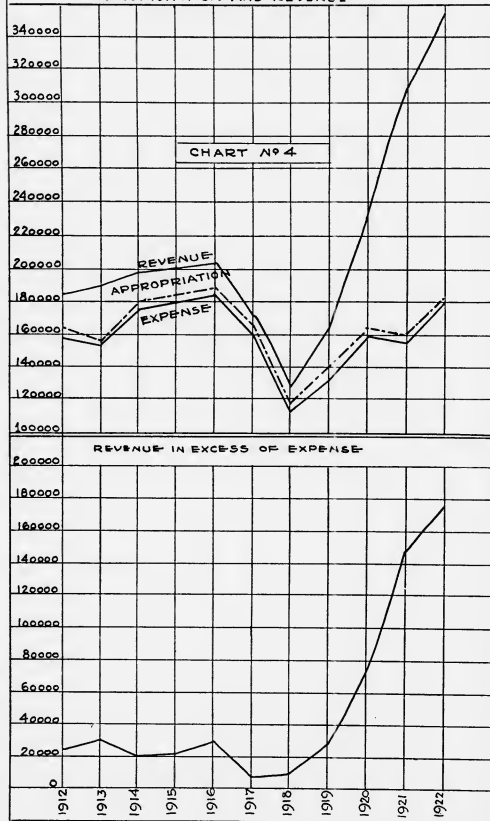


Chart No. 1 shows the value of buildings in millions of dollars for the years of 1914, 1915, 1921 and 1922; also the manpower for the department covering the same years and gives the cost of inspection service for every \$1,000 of value in new buildings.

The marked increase in building activity is shown by comparing, in years, 1921 and 1922 with the cost for years 1914 and 1915 can be readily seen. Referring to that part of the chart showing the number of employees for the same years will further illustrate the increased efficiency of the Department of Buildings and economy amounting to 242 per cent.

Chart No. 2 shows the value of the buildings erected, in millions of dollars, as well as the value of fire-proof buildings from 1912 to 1922, inclusive.

Chart No. 3 "A" shows by yearly periods of comparison of three sources of revenue, viz., the income from building permits; the income from fees for annual inspection of buildings, billboards, and signboards, and the income from fees for the semi-annual inspection of elevators.

BUILDING DEPARTMENT
CHART SHOWING BUILDINGS IN MILLIONS OF DOLLARS
FROM 1882 TO 1922

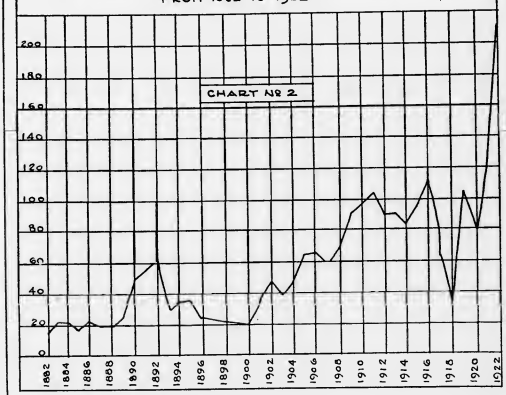


Chart No. 3 "B" shows the number of inspections made by the department separated into field, annual and elevator inspections.

Chart No. 3 "C" sets forth the number of inspectors engaged in each of the revenue producing inspections and the number engaged inspecting the construction of new buildings, viz., field inspection.

Chart No. 4 is a comparison of expenses, appropriations and revenues from 1912 to 1922, inclusive. This chart brings out the excess of earnings as compared to expenses and appropriations.

DEPARTMENT OF WEIGHTS AND MEASURES

William Stocker, Inspector

**Saves the people millions of dollars annually.
Compels fair competition between dealers.
Nearly self-sustaining and second to none in U. S. for efficiency.**



WILLIAM STOCKER

THE purpose of weights and measures inspection is to insure correct determination of quantity. Correct apparatus alone does not do this. A fraud may be committed with correct apparatus and inaccuracies may arise through negligence. The law aims to eliminate these inaccuracies as well as the incorrect apparatus; therefore, it is the duty of this department to suppress all practices resulting in incorrect deliveries. Thus, not only must the apparatus be inspected, but the inspector must be alert to instances of improper use.

The average price per pound for commodities today is 32c; the average number of customers per dealer approximately 200. At an average shortage of one ounce on each sale, provided the customer purchased only one article by weight, the shortage would be 200 ounces, or a loss of \$4.00 per day, \$24.00 per week, or \$1,250.00 per year. If the customer bought three or four articles by weight it would mean three or four times that much. Multiply this by the number of householders in Chicago and the figure runs into millions. By keeping constantly on the job the Department of Weights and Measures insures the purchaser's getting what he pays for and compels fair competition between dealers.

How the Department Protects the Buying Public

Here are some of the things the department has accomplished for protection of the buying public:

Caused the taxi meter ordinance to be amended to include all automobiles, autocars or other similar vehicles, other than sight-seeing cars or auto buses having a seating capacity of eight or more persons, used for the carrying of persons for hire, to be equipped with taxi meters. The ordinance also provides that mileage and hour rates be charged.

Caused the passage of an ordinance to protect the purchaser of coal paying for a certain grade or quality from receiving an inferior quality or a mixture of two or more grades.

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Caused the passage of an ordinance to protect the purchaser of coal paying for a certain grade or quality from receiving an inferior quality or a mixture of two or more grades.

Inaugurated the inspection of pumps used in the sale of gasoline to motorists. This showed that more than fifty per cent of the pumps were inaccurate or in need of repair or replacement.

Forced Sale of Wrapped Meats by Net Weight

Saved consumers hundreds of thousands of dollars by compelling packers and butchers to sell their wrapped meats, such as ham, bacon and bacon squares, by net weight. Prior to that these articles had been sold by gross weight, which, of course, included all the wrapping. The statement was made during the hearing on this subject that fifty tons of bacon squares were sold each week in the loop alone, and as the average weight of the wrapper was one ounce per pound, with the price running from 32 to 40 cents per pound, the saving to the consumer amounts to more than \$100,000 per year on this one article in the loop alone.

Prepared an ordinance regulating the weight of a loaf of bread and the labelling of same. While the Council Judiciary Committee admitted that it was an improvement over the old ordinance, it feared that it would be a hard matter to convince the public that it was being benefited by the increased weight and that it would give the impression that the City Council had increased the price of the loaf, so the ordinance was placed on file.

Successful in Appeals to Illinois Legislature

Obtained the passage of a bill in the legislature increasing the fees for scale and measure inspection. The old rates had been in existence for more than thirty years. The new rate will help this department to become more nearly self-sustaining.

Successfully opposed the passage of a bill introduced into the legislature by the baking interest to permit the sale of any weight loaf the baker saw fit to bake.

Successfully opposed the passage of a bill relative to the type of pump to be used for the sale of gasoline. This bill would have permitted the use of only the so-called "visible" pumps. It was opposed on the grounds of class legislation.

Succeeded in having passed by the Illinois legislature a comprehensive state weights and measures law which provides that an inspector of weights and measures shall be appointed in all cities or towns within the state of 25,000 or more inhabitants. This law gives statutory backing to the Chicago city ordinance and will be of great assistance in eliminating short weighing and the use of old "trade customs" that resulted in big losses to the purchasing public.

Put a Stop to Charging "For Blood and Feathers"

Succeeded in stamping out the practice of certain poultry dealers who had made a charge for one-half or three-quarters of a pound weight each "for the blood and feathers," by which they netted a few cents extra on each customer.

Succeeded in having passed an ordinance requiring that a public weighmaster's certificate be delivered with each wagon or auto

truck load of commodities delivered in the city. This ordinance provides that a uniform ticket be used, to be stamped over the weight with a seal, and that the forms of the ticket and the seal be prescribed by the inspector of weights and measures. This has eliminated much short weighing in the coal, hay, feed and building material trade.

The Chicago Department of Weights and Measures is recognized as being second to none in the United States. Following is a tabulation of the number of inspections in the last eight years, the amount of fines imposed, the amount of inspection fees collected and the net cost to the city for the maintenance of the department.

Year	No. of Inspections Made	Amt. of Fines Imposed	Amt. of In- spect'n Fees Collected	Net Cost to City for Maintenance of Department
1915	106,102	\$3,770.00	\$27,333.45	\$7,486.51
1916	104,938	1,919.00	28,159.00	9,133.91
1917	95,944	3,145.00	27,177.55	3,966.42
1918	76,872	2,205.00	24,687.85	4,716.34
1919	79,465	1,880.00	25,458.25	9,203.94
1920	99,385	2,855.00	34,077.45	8,201.97
1921	101,240	3,055.00	42,662.80	1,856.24
1922	103,186	7,805.00	53,020.95	3,711.95

DEPARTMENT OF PUBLIC SERVICE

Wm. H. Reid, Commissioner

Protects the people against discrimination by public utilities corporations.

Seeks to compel public service companies to live within their grants.

Thousands of patrons afforded relief annually.

THE Department of Public Service is an executive branch of the city government which protects the rights of the patrons of the local public utilities against discrimination and so far as possible forces these corporations to live within their grants.

Affords Citizens an Agency to Right Their Wrongs

A summary of the ordinances under which the department is operating follows:

1. The supervision and regulation of the utility companies in respect to compliance with their grants, including the handling of complaints.
2. The collection and compilation of such public utility statistics and data as may be valuable to the City Council and other regulatory bodies in the general regulation of said utilities.

Many thousands of public utility users have been afforded relief through the service afforded. The department is the recognized intermediary between the public and the utilities.

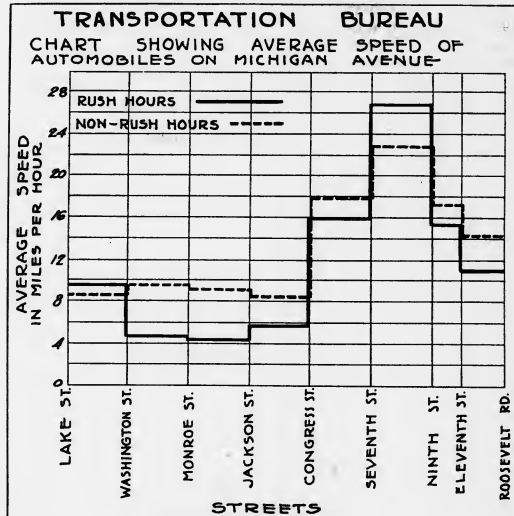
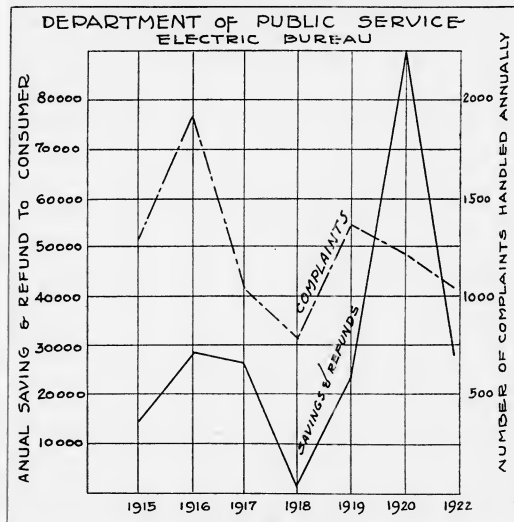
The cost of maintaining the service is reduced considerably by the utilities reimbursing the city for the testing of gas meters, calibration of electrical equipment and by fees charged the public for the testing of gas and electric meters and other equipment.

Bureau Is More Than Self-Sustaining

A telephone bureau was created to assist the public in obtaining improvement in service, adjusting the charges and investigation of facilities preparatory to having line extensions made in the outlying districts. The bureau, for the first eleven months of 1922, handled 910 cases. The largest part of the work consists of obtaining telephone service for complainants.

At the beginning of January the telephone company had 607,966 telephones in service and in November 629,635, an increase of 21,669 in eleven months.

When the telephone bureau was created, a provision was made by ordinance that the telephone company pay $\frac{1}{2}$ mill of each



dollar of gross receipts to the city toward maintaining this bureau. During the earlier periods the gross revenue of the telephone company was insufficient for the $\frac{1}{2}$ mill tax to support the bureau. In 1921 and in the first three-quarters of 1922, the $\frac{1}{2}$ mill tax has exceeded the annual appropriation for the bureau, the excess in 1921 being \$751.44 and in the first three quarters of 1922 \$1,311.59. Thus the bureau has become self-sustaining.

Transportation Bureau Does Effective Work

Effective work has been done by the transportation bureau in securing better transportation throughout the city. A large number of improvements in service, which were originated in the bureau, have been adopted for the benefit of the people. Close touch has been kept with transportation and traffic matters and studies are in progress looking towards the essential changes which the increased demands of the future will require.

During the traction litigation the city's attorneys requested an investigation of one-man car operation be made. As a result of this study pressure was brought to bear on traction officials with the result that one-man cars were placed in operation. The service on the lines where they are in use has been nearly doubled and the cost of operation, which is reflected in the fare, has been reduced.

Upon the outbreak of the street railway strike on August 1, 1922, the bureau was called upon to regulate bus traffic and to observe cases where unreasonable charges were made. Bus routes were determined and, through correspondence and telegrams, a large number of buses were obtained to operate on a five-cent fare, thereby directly competing with the pirates who overcharged the public. It is an unquestionable fact that the rapid building up of this class of transportation at a reasonable price materially assisted in shortening the strike.

Electric Bureau Tests Public Service Meters

The Electric Bureau primarily adjusts electrical complaints and enforces certain electrical ordinances mainly pertaining to electrical measuring devices and their accuracy.

The accompanying chart shows number of complaints as indicated by dotted line and savings to complainants indicated by heavy line annually from January 1, 1915, to December 1, 1922, comprising a total of 10,356 complaints with a saving of \$254,796.84.

In addition to the above, this Bureau tested and approved 55,861 meters used as standards by the Utilities, compelling them to maintain accurate electrical measuring meters, thereby making an additional saving of thousands of dollars to the public.

The cost of handling has been reduced from an average of \$2.43 per case in the year 1915 to an average of \$1.56 per case in 1922.

It can readily be seen that the saving made by the efforts of this Bureau is many times the cost of operation.

HOUSE OF CORRECTION

Joseph Siman, Superintendent

Receipts from sale of prisoners' products, \$2,850,429.14; expenditures, \$3,855,509.89.

Hospital equipment and service improved and augmented so as to compare favorably with any first-class hospital in the city.

Number of prisoners in eight years, 81,858.



JOSEPH SIMAN

DURING the ten months ending October 31st, 1922, there were 9,776 commitments to the House of Correction, which would indicate approximately 12,000 for the entire year, as against 8,565 in 1921 and 4,681 in 1920, an increase of about 3,400 over 1921 and 7,300 over 1920.

The total number of prisoners received during the past eight years was as follows:

1915.....	16,232	1919.....	5,723
1916.....	12,827	1920.....	4,681
1917.....	15,930	1921.....	8,565
1918.....	10,124	1922.....	9,776 (10 months)

The receipts from the sale of product, for boarding of United States and Criminal Court offenders, laundry work for the Police and Health Departments, from industries operated under "Capital Account," etc., appear in the appended statement. The table refers to actual receipts only, and does not include any estimate of the value of the earnings from the work done and product made for use in the institution.

Receipts, 1922 (10 Months)

Sale of brick.....	\$ 3,679.20
Labor of inmates for other city Departments.....	527.00
Sale of crushed stone.....	17,586.68
Laundry work for Police and Health Departments.....	2,612.80
Boarding of inmates (for U. S., Cook County and outside towns).....	82,100.66
Receipts from sale of product ("Capital Account" Industries).....	95,985.04
Other products.....	1,131.92
Miscellaneous receipts.....	257.62
	\$203,880.92

Besides the above, \$98,541.00 in fines was collected up to and including November 22nd, 1922. This amount is simply referred to, but not included in totals, as fines collected are properly a receipt of the Municipal Court.

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Receipts Compared for the Past Eight Years

1915.....	\$ 297,461.10
1916.....	410,074.40
1917.....	432,031.44
1918.....	465,699.93
1919.....	334,720.15
1920.....	324,279.61
1921.....	382,281.59
(10 months) 1922.....	203,880.92
	\$2,850,429.14

Expenditures, 1922 (10 Months)

A —Salaries	\$108,067.86
B —Personal services other than salaries.....	913.11
C —Provisions (food stuffs of all kinds).....	61,423.91
C1—Drugs and Hospital Supplies.....	2,594.19
C2—Clothing and Dry Goods.....	18,980.36
Repair material, engineer's supplies, etc }	11,846.40
Tools and implements.....	11,385.39
Miscellaneous supplies.....	323.25
Machinery and vehicles.....	2,162.75
Repairs under outside contract.....	42,734.68
Fuel, light and power.....	1,060.63
Furniture and fixtures.....	600.91
Printing, stationery, postage stamps.....	1,782.56
Impersonal services and benefits.....	22,019.60
Boarding female offenders in "Houses of Shelter".....	81,848.23
Material, supplies and salaries for industries operated under "Capital Account".....	8,650.99
Expenditures for House of Correction "Farm Colony".....	
Sundry expenditures, not otherwise classified.....	
	Total, \$376,394.82

The expenditures incurred in the installation and operation of the New Police Hospital adjunct for the ten months was \$20,-295.92.

Expenditures Compared for the Past Eight Years

1915.....	\$ 426,963.15
1916.....	410,074.40
1917.....	594,296.56
1918.....	500,974.96
1919.....	553,445.23
1920.....	494,740.94
1921.....	488,419.83
(10 months) 1922.....	376,394.82
	\$3,855,309.89

Activities of Farm Colony Maintained

Progress in all lines of human endeavor within recent years has been rapid and continuous. The City of Chicago has kept pace with the rapid progress elsewhere and the expansion in every conceivable artery of civic growth has been unprecedented. In proportion has been the advance during the past few years in the improvements and innovations instituted at the House of Cor-

rection. These improvements can only be alluded to in this short synopsis.

Although lack of sufficient funds again prevented any great extension of activities in connection with the Farm Colony, the value of farm products delivered to the main institution during the past ten months, covering poultry, eggs, butter, milk, hogs, hay, straw, vegetables, etc., amounted to \$8,536.36. The average daily number of inmates working at the farm was 35.

The Police Hospital, which had been discontinued for some time, has been re-established under supervision of the House of Correction, but its facilities are limited. However, all the police gun-shot, stab-wounds and accident cases, which are held for police investigation, are sent there. Steps are under way to secure additional facilities for the taking care of all police emergency cases.

Hospital Equipment Improved

The equipment and service in the House of Correction Hospital have been improved and augmented, so as to enable the institution to meet all emergencies and give inmates medical and surgical attention that compares favorably with that of any first-class hospital.

Surgical, medical and special clinics are conducted regularly and the consultant staff includes a number of the foremost specialists in the city.

Religious services are conducted for prisoners of all faiths—Catholic, Protestant and Jewish.

DEPARTMENT FOR THE INSPECTION OF STEAM BOILERS, STEAM AND COOLING PLANTS

George E. Nye, Chief Inspector

Gain in net revenue of \$135,533.95 over the eight years immediately prior to 1915.

Lives and property of people of Chicago protected against explosion of boilers, pressure tanks and refrigerator systems.

Number of employees greatly reduced and efficiency of the department increased.

ABOUT thirty years ago the City Council created the Department for the Inspection of Steam Boilers, Steam and Cooling Plants, and charged it with the protection of life and property of the citizens of the City of Chicago from explosions of boilers, pressure tanks and refrigeration systems.

The department inspects approximately 7,000 high pressure boilers and 12,000 pressure vessels and refrigerating systems each year. Heating boilers in stores, churches, flat buildings and factories numbering 21,137 are inspected once in every three years.

Many Improvements in System Since 1915

The present Chief Inspector was appointed May 1st, 1915. The department was then operating under an antiquated system which hampered the work. The system was entirely changed, the number of employes greatly reduced and at the same time the efficiency of the department vastly increased.

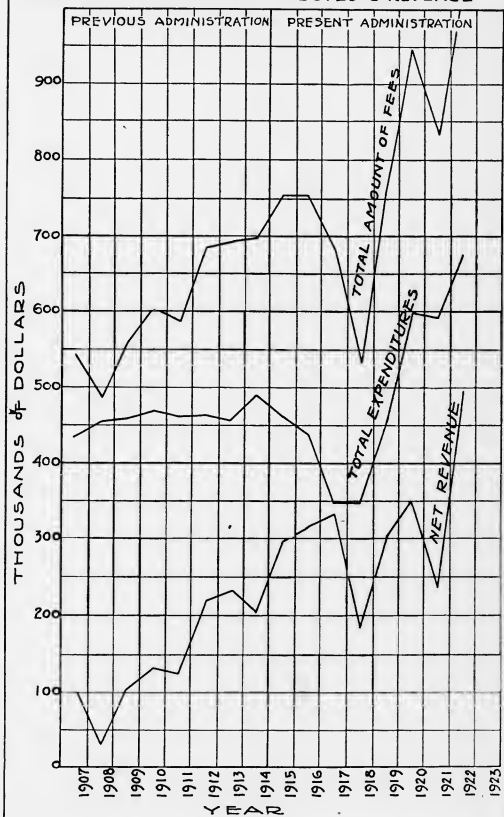
The fees charged for the inspections were on a basis that compelled the small plant owner to pay more for the inspection of his small boiler than the large corporations were paying for their large units, which in some cases took nearly a day to inspect. On the recommendation of the department, the City Council amended this section of the ordinance, basing the fee on the size of the boiler.

Remarkable Record of Accident Prevention

The department is recognized throughout the country as a safety department that accomplishes its purposes. The records compiled by one of the largest insurance companies show that there were 652 boiler explosions in the United States during the year 1922, entailing the loss of many lives and much property. Only two were reported from Chicago, and these were minor accidents which resulted in very small property damage and no loss of life.

In the first two months of this year 24 persons were killed in boiler and pressure tank explosions in the United States. In Chicago, with more boiler horse-power than most states in the country and many thousands of pressure tanks and cooling plants,

DEPARTMENT OF INSPECTION OF STEAM BOILERS & STEAM PLANTS SHOWING AMOUNT OF FEES COLLECTED & REVENUE



only two persons were killed during the last six years. The two fatalities in Chicago could have been prevented had owners of plants obeyed the rules and ordinances of the department.

Net Gain of 100 Per Cent in Revenue in Last Eight Years

The following is a statement showing the gross revenue, expense and net revenue for the eight years under the administration of William Hale Thompson, and for the eight years immediately preceding:

	1915 to 1922		
	Total Amt. of Fees	Total Amt. Expenditures	Net Revenue
1915	\$ 75,618.00	\$ 46,396.08	\$ 29,221.92
1916	75,577.00	43,911.01	31,665.99
1917	68,485.00	34,972.92	33,612.08
1918	53,675.00	34,978.11	18,696.89
1919	76,038.00	45,798.16	30,239.84
1920	94,906.00	60,008.95	34,897.05
1921	83,093.00	59,251.70	23,841.30
1922	117,216.00	67,750.00	49,466.00
	\$644,608.00	\$394,066.93	\$251,541.07
	1907 to 1914		
1907	\$ 54,442.00	\$ 43,548.40	\$ 10,893.60
1908	48,435.00	45,588.59	2,846.41
1909	56,043.00	45,859.23	10,183.77
1910	60,216.00	46,858.84	13,357.16
1911	58,789.00	46,179.54	12,609.46
1912	68,401.00	46,205.89	22,195.11
1913	69,187.00	45,713.96	23,473.04
1914	69,689.00	49,280.43	20,408.57
	\$485,202.00	\$369,234.88	\$115,967.12

Net Revenue under the administration of Mayor Thompson, \$251,541.07

Net Revenue under previous eight years, \$115,967.12

Gain in, Net Revenue, \$135,533.95

Board of Examining Engineers

Following is a synopsis of the work performed by the Board of Examining Engineers from 1915 to 1922, inclusive:

Receipts	
From renewal of engineers' licenses	\$133,810.00
From filing of engineers' applications	12,538.00
From renewal of water tenders' licenses	5,167.00
From filing of water tenders' applications	1,284.00
Total receipts, 1915 to 1922	\$152,799.00

Expenditures	
Salaries and wages	\$100,360.04
All other expenses	4,844.58
Total expenditures, 1915 to 1922	\$105,204.62

Excess of receipts over expenditures, 1915 to 1922, \$ 47,794.38

Examinations

Total number of applicants examined for engineers' licenses from 1915 to 1922, inclusive, 7,883
Total number of applicants examined for water tenders' licenses from 1915 to 1922, inclusive, 1,578

Total number of applicants examined, 1915 to 1922, inclusive, 9,461
Total number of applicants granted engineers' licenses, 4,552
Total number of applicants granted water tenders' licenses, 885

Total number of applicants granted licenses, 5,437

Inspections

Number of inspections, 19,270.

Violations found, 2,047.

Miles traveled, 38,116.

Board of Examiners of Mason Contractors

Following is a summary of the work of the Board of Examiners of Mason Contractors from 1915 to 1922, inclusive:

	Total Receipts	Total Expense	Surplus
1915	\$ 24,275.00	\$ 2,601.82	\$ 21,673.18
1916	26,050.00	4,730.55	21,319.45
1917	21,025.00	5,321.52	15,703.48
1918	14,400.00	5,644.01	8,755.99
1919	21,850.00	5,777.75	16,072.25
1920	19,450.00	7,297.05	12,152.95
1921	24,500.00	8,430.78	16,069.22
1922	21,200.00	8,631.01	22,568.99
	\$182,750.00	\$48,434.49	\$134,315.51

Board of Examiners of Plumbers

The activities of the Board of Examiners of Plumbers for the years 1915 to 1922, inclusive, are summarized as follows:

	Total Receipts	Total Expense	Surplus
1915 (9 mos.)	\$ 12,292.00	\$ 7,503.64	\$ 4,788.36
1916	14,855.00	9,328.89	5,526.11
1917	13,078.00	7,783.32	5,294.68
1918	12,167.00	7,821.77	4,345.23
1919	14,719.00	8,670.95	6,048.05
1920	14,357.00	11,386.40	2,970.60
1921	16,432.00	10,689.56	5,742.44
1922 (11 mos.)	15,582.00	11,554.88	4,027.12
	\$113,482.00	\$74,739.41	\$38,742.59

DEPARTMENT OF OIL INSPECTION

Hugh Norris, Inspector

Obtained amendment of state oil inspection statute to meet changing conditions in oil industry.

Had law amended to include benzol, adding greatly to the department's revenue.

Net revenue of department from May 1, 1915, to Nov. 1, 1922, \$712,984.35.

THIS department succeeded in having the state statute on oil inspection amended at different times to meet the changing conditions in the oil industry. Under the old statute, one inspection sufficed for shipment anywhere in the state. Several oil companies with refineries in Illinois had employees appointed inspectors of oils in the counties in which they are located. This not only was a violation of the statute, but an injustice to other companies shipping their product to Chicago and who paid inspection here. Because firms having their own men appointed inspectors, could undersell tank car lots from seven to twelve dollars a car. It cost them nothing for inspection, as the men they had appointed generally were clerks under salary in some position. The statute now reads that all oil, gasoline and naphtha, shipped within the state, must be inspected by the inspector at the receiving point. This greatly increased the revenue of the department.

In 1919 a product called benzol began to be used very extensively as a motor fuel. This fluid, although used as a blend with gasoline, caused some controversy in regard to inspection, some firms claiming that as the fluid was not specified in the statute it was not subject to inspection. After taking the matter up with officials of some of the oil companies, the department went before the legislature and had the statute amended to include inspection of benzol. This seemed to the best interests of all concerned and added from \$200 to \$300 per month to the revenue of the department.

Following is a report of the department from May 1, 1915, to Nov. 1, 1922:

	No. of Bbls.		Oil Gas. & Nap.	
	Inspected	Receipts	Expenses	Net Receipts
May 1 to Dec. 31, 1915.....	730,794	\$ 43,847.64	\$ 10,798.63	\$ 33,049.01
Jan. 1 to Dec. 31, 1916.....	1,274,804	76,488.24	15,817.42	60,670.82
Jan. 1 to Dec. 31, 1917.....	1,491,745	89,504.70	14,729.83	74,774.87
Jan. 1 to Dec. 31, 1918.....	1,478,188	88,691.28	15,198.10	73,493.18
Jan. 1 to Dec. 31, 1919.....	1,762,096	105,725.76	15,947.09	89,778.67
Jan. 1 to Dec. 31, 1920.....	2,235,209	135,312.54	16,602.86	118,709.68
Jan. 1 to Dec. 31, 1921.....	2,424,670	145,480.20	16,520.00	128,960.20
Jan. 1 to Nov. 1, 1922.....	2,455,884	147,353.04	13,805.12	133,547.92
	13,873,390	\$832,403.40	\$119,419.05	\$712,984.35
Total barrels inspected May 1st, 1915, to Nov. 1st, 1922.....				13,873,390
Receipts		\$832,403.40		
Expenses		119,419.05		
Net Receipts				\$712,984.35

DEPARTMENT OF PUBLIC WELFARE

Louise Osborne Rowe, Commissioner

Personal attention given to approximately 22,000 cases.

Saving of \$40,000 in one year effected through the establishment of the municipal woodpile.

Thousands of dollars worth of vegetables raised on community gardens.



LOUISE OSBORNE ROWE

VALUABLE service has been rendered by the Department of Public Welfare to thousands of individuals who appealed to the various city department heads, members of the City Council, and by letter or in person direct to this department.

The number of cases given personal attention by the department is approximately 22,000. This does not include requests by telephone for general information pertinent to the municipality. Neither do the figures include the hundreds of requests by letter and wire from municipalities and agencies in all parts of the country for information concerning the various social agencies in Chicago, as well as the scope and progress of the work of the Department of Public Welfare and other city departments.

Saved \$40,000 in Operating Expenses

The result, at the end of the first season of operating the Municipal Lodging House under the new policy inaugurated by the present administration which included the establishment and operation of a Municipal Wood Yard, was a saving to the city of Chicago of \$40,000 in operating expenses over the year previous. Under this new policy also more than 500 cords of wood were distributed by the department to worthy families at Christmas time, more than 500 men were placed in jobs, and numerous boys were returned to their homes. Religious services were inaugurated to include all creeds, and these services were held every Sunday afternoon in the Lodging House throughout the entire season with an average attendance of 100 men.

During the early years of this administration the first municipal community gardens in the City of Chicago were established. The first municipal children's garden was established and operated during one season by 300 children. More than \$5,000 worth of vegetables were grown in one season on one of the largest municipal garden tracts. This effort resulted in the city-wide garden movement which began just previous to the beginning of the

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World War, and the effect, from a monetary and health standpoint, upon the people of Chicago, cannot be estimated.

Secured More Than 25,000 Jobs for Men and Women

During the depression resulting from unemployment, the Commissioner established the first free employment bureau. During the year and a half of its operation it secured more than 25,000 jobs for men and women. This activity was suspended as a city activity and is being carried on ably by a joint association of the Government and State of Illinois.

One of the most popular and constructive activities of the department was its association with the Civic Music Association in financing the first free concerts given in the public schools of Chicago. Eighteen concerts were given in three high schools during one season to an attendance of 5,000 adults and children. Shortly after the opening of the Municipal Pier the Department of Public Welfare financed the first organized community choral society, which contributed much to the entertainment feature of the Pier. Further service of this nature included obtaining the services, free of charge, of prominent lecturers, musicians and other entertainers, compiling a list of same in booklet form, and the distribution of these to all school principals and educational centers in the city for use in community center work.

One of the first activities established within the department to meet the needs of the people of Chicago was the Bureau of Information, which received personal applications, written requests and telephone communications for aid, advice, relief and miscellaneous information.

Published Valuable Information for Social Agencies

Through the desire to cooperate with all the social and religious organizations of the city, the department compiled and published two editions of the Social Service Directory, in which are listed and properly classified all public and private social agencies and institutions in the city, county and state. This has been an invaluable handbook for all the social workers of Chicago. The plan and scope of this directory has been used as a model by a number of cities. More than 7,000 copies of the directory were distributed free of charge.

The Social Survey Catalogue, which is a bibliography of Chicago, has proven invaluable as a reference for those seeking information regarding surveys, studies or investigations made or in progress in the City of Chicago.

The surveys and studies made and published by the department have met with the approval and commendation of not only the experts in social work, business men and officials of Chicago, but by other large cities as well. They have contributed a great deal not only to our own community, but to many other communities.

Loan Shark Bill a Model

A survey of the loan shark situation exposed their methods and pernicious clearing house. A committee of interested citizens was organized by the Commissioner and a model loan shark bill introduced into the legislature of Illinois. This law, which has been in force for several years, works well and has served as a model for a number of other states.

The survey made of Public Comfort Station facilities of Chicago and other cities was accepted as the most complete survey of its kind ever attempted. The result of this was the passage of a bond issue providing more adequate facilities for Chicago.

The study of the Chicago boys paroled from St. Charles School resulted in the State increasing the number of probation officers.

Extensive Study of Family Desertion

The department published an extensive study on family desertion and another of recidivists—second offenders—in the Boys' Court, which have proven valuable sources of information for all those interested in these particular subjects. The study of recidivists in the Boys' Court has been used extensively by jurists not only in Chicago, but in other parts of the country.

One of the most promising activities in constructive results was the work established and carried on for a period of time in the Women's Department of the House of Correction. This included ministering to the needs of 500 women. Through the valuable information and data obtained as a result of this work, a bill was prepared and introduced in the legislature providing for adequate care and commitment of various types of offenders. The Department of Public Welfare had drafted a scientific and adequate plan for a new House of Shelter. This plan of the department's met with the approval and was indorsed by a committee of representative social workers and citizens.

CITY COLLECTOR

Age Zylstra, Collector

License work trebled in the endeavor to make up for the annual liquor permit loss of \$7,000,000 due to the Volstead act.

Constant increase in collections for vehicles, insurance and miscellaneous taxes.

One-third of the collections now made by mail, resulting in great saving of time to the taxpayer.



A. ZYLSTRA

THE City Collector, appointed by the Mayor, collects all moneys due the City of Chicago for general and special licenses, wheel tax, fees for inspections, compensations for permits and franchises. Municipal Court fines, market fees and special assessments.

Excepting during the late war, the business transacted by the City Collector's office has continually increased. The only exception being that the revenue from licenses and permits has been reduced. This, however, is readily explained by the fact that the passage of the Volstead Act deprived the city of about seven million dollars annually for liquor licenses. The amount of license work, as a result, has about trebled in an endeavor to collect the great many smaller fees for other and new licenses instituted in an effort to make up that loss.

New Law Saves Money of City and Taxpayer

Up to and including the year 1917 special assessments not paid to the City Collector before April 1st were payable to the County Collector. In 1917 the Illinois General Assembly enacted a law extending to July 31st the time when special assessments could be paid to the City Collector. The special assessment collections thereafter showed great increase and has saved the city the large sums which had previously been paid to the County Collector as fees for such collections as were exacted in the latter's office. Furthermore, the city gains the interest on these funds, as they are immediately deposited with the City Treasurer for requirement of the bonds issued to cover the cost of improvements. The taxpayer also benefits to the extent that he is saved fees theretofore paid to the County Collector on items that went to that official and which were considered delinquent.

Big Increase in Collections for Vehicle Licenses

There is a constant increase in the collections for vehicle licenses. Prior to the year 1920 these licenses had been issued to expire on April 30th. This resulted in considerable confusion to automobile owners by reason of the fact that the state vehicle license expired on December 31st. Accordingly, the ordinance was amended and, commencing with the year 1920, these licenses have been issued to expire on December 31st. As a result vehicle owners are not so prone to overlook the city vehicle license and invariably make arrangements to procure both the state and city vehicle licenses at the same time at the commencement of the year.

The revenue from insurance tax shows a continual increase. This represents the 2 per cent tax on premiums of all fire insurance policies written by insurance companies chartered outside of Illinois.

Miscellaneous collections, representing as they do fees derived from Municipal Court fines, market fees, and fees for services rendered by certain departments of the city, have shown an increase during the last few years. The gradual revival of business and restoration to normal conditions is reflected in the increased activities of the numerous departments of the city as shown by the increase in miscellaneous collections.

One-Third of Collections Now Made by Mail

The amount of business transacted through the mails by the City Collector's office has been mounting each year until now approximately one-third of the collections are made in this manner. This has resulted in a saving of much valuable time to the busy man or persons located any distance from the City Hall.

Comparative Statement of Collections

	Special Assessments	Warrants For Collection	Licenses and Permits
1914	\$2,391,487.42	\$3,169,729.74	\$8,628,663.91
1915	2,423,388.65	2,701,195.26	8,842,099.57
1916	4,684,392.49	3,578,626.86	8,662,369.59
1917	3,171,262.67	3,232,036.04	7,955,174.02
1918	12,081,713.42	3,156,227.16	5,755,742.26
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1921	5,553,043.05	2,318,347.06	3,660,442.75
*1922	9,476,840.91	5,651,240.12	3,736,893.42

	Vehicle Tax	Insurance Tax	Special Deposits
1914	\$ 786,129.05	\$ 211,606.30	\$ 246,796.59
1915	763,577.65	216,206.54	315,929.09
1916	986,231.17	222,680.30	223,069.86
1917	1,135,701.65	238,952.47	147,070.70
1918	1,130,766.02	277,409.33	161,718.35
1919	1,361,502.55	285,546.60	180,284.00
1920	1,063,954.70	394,942.26	191,800.54
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	Miscellaneous	Totals
1914	\$ 914,853.21	\$22,049,005.70
1915	818,211.59	23,676,732.23
1916	1,120,545.65	27,053,971.82
1917	883,168.19	26,215,021.55
1918	847,510.40	26,415,784.89
1919	835,240.20	18,984,139.42
1920	976,259.12	16,969,988.79
1921	1,343,713.43	16,255,980.65
*1922	1,428,881.27	23,836,108.34

*November and December estimated.

CIVIL SERVICE COMMISSION

Charles E. Frazier, President



CHARLES E. FRAZIER

THE jurisdiction of the Civil Service Commission extends over more than 22,000 employees, performing nearly all kinds and grades of work. These employees constitute the working forces of the municipality of Chicago and include not only the employees of departments housed within the City Hall, but also those of such city institutions as the Board of Education, other than its teaching force, the Municipal Tuberculosis Sanitarium, the Chicago Public Library, the House of Correction and the Contagious Disease Hospital.

A summary of the work of the Commission for the period of Mayor Thompson's administration covers the following definite accomplishments:

First: The introduction of improved examination methods.

Second: The reorganization of the office and business methods of the Commission, including the preparation and use of new office forms and the installation of modern office equipment.

Third: The extension of the policy of holding physical and medical examinations for positions in both the competitive and labor classes and the adoption of definite physical standards.

Fourth: The development of a new system of service or efficiency records to serve as a basis for increase in salary and as a factor in examinations for promotion from grade to grade.

Fifth: The extension of investigations of the record and of the moral fitness of candidates for all positions in the competitive classes.

Sixth: A reclassification of the entire city service.

Seventh: A revision of the rules and regulations governing the Commission.

Provides Best Qualified Persons Through Competitive Examinations

The Commission has always regarded the examining function as the cornerstone of its work. Its primary duty is to provide the best qualified material possible through the competitive

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1919	835,240.20	18,984,139.42
1920	976,259.12	16,969,988.79
1921	1,343,713.43	16,255,980.65
*1922	1,428,881.27	23,836,108.34

*November and December estimated.

CIVIL SERVICE COMMISSION

Charles E. Frazier, President



CHARLES E. FRAZIER

THE jurisdiction of the Civil Service Commission extends over more than 22,000 employees, performing nearly all kinds and grades of work. These employees constitute the working forces of the municipality of Chicago and include not only the employees of departments housed within the City Hall, but also those of such city institutions as the Board of Education, other than its teaching force, the Municipal Tuberculosis Sanitarium, the Chicago Public Library, the House of Correction and the Contagious Disease Hospital.

A summary of the work of the Commission for the period of Mayor Thompson's administration covers the following definite accomplishments:

First: The introduction of improved examination methods.

Second: The reorganization of the office and business methods of the Commission, including the preparation and use of new office forms and the installation of modern office equipment.

Third: The extension of the policy of holding physical and medical examinations for positions in both the competitive and labor classes and the adoption of definite physical standards.

Fourth: The development of a new system of service or efficiency records to serve as a basis for increase in salary and as a factor in examinations for promotion from grade to grade.

Fifth: The extension of investigations of the record and of the moral fitness of candidates for all positions in the competitive classes.

Sixth: A reclassification of the entire city service.

Seventh: A revision of the rules and regulations governing the Commission.

Provides Best Qualified Persons Through Competitive Examinations

The Commission has always regarded the examining function as the cornerstone of its work. Its primary duty is to provide the best qualified material possible through the competitive

system. In recognition of this fact, particular attention has been directed to the introduction of improved examining methods. When the fact is considered that under the present classification of the City Service there are several hundred separate titles, each representing a different kind of position, and that it is the duty of the Commission to establish and maintain an eligible list for each of these titles by conducting examinations adapted and fitted to the duties peculiar to each kind of work represented, the magnitude of the task of the Commission as an examining body may be appreciated.

The public is largely unaware of the extreme care which is taken by the City of Chicago in guarding against the appointment of the morally unfit to the public service. There is perhaps no more interesting feature of the work of the Commission than that of the Bureau of Character Investigation.

Reclassification Required Months of Work

The subject of a reclassification of the city service received the careful attention of the Commission for many months preceding its adoption in June, 1920. The entire service was studied with the broad view of completely reorganizing the classification of city employees so as to set forth clearly the general divisions of the public employment, together with groupings along special lines and the establishment of appropriate descriptive titles and grading according to duties and responsibilities. The service was divided into five main divisions representing the major groupings of the work of the city. These divisions were further separated into groups representing sub-functions of the larger groups and these smaller divisions were then divided into grades representing varying responsibilities. This improved system of classification has proven of very great value not only as a basis for salary grading but as a basis for examination standards and the determination of proper duties of employees. The revised rules and regulations of the Commission, which were adopted at the same time as this reclassification have proven an effective aid in the administration of the law.

Special Grand Jury Commends City Civil Service Bureau

The hammer wielding brigade has from time to time focused its attacks upon the administration of the civil service and these attacks finally culminated in December of last year in the appointment by Judge Michael L. McKinley of a special grand jury to investigate alleged violations of the civil service law.

The Commission finds considerable satisfaction in the fact that after giving every opportunity for presenting proof to those who have so persistently sought for many years to convey to the public the impression that the civil service law has been prostituted by those responsible for its administration, the special grand jury not only found no cause for the indictment of any person

connected with the office of the Commission but did find occasion to use the following language:

"During our investigation we had the willing co-operation of the City Civil Service Commission and were materially assisted by Harry E. Wallace, Chief Examiner and ex-officio Secretary of the Civil Service Commission, a very efficient and competent official, who spent considerable time with the jury, answering inquiries and promptly producing all records and examination papers as required during the course of the investigation . . . *We believe, from our investigation, that the Civil Service Commission of the City of Chicago, as at present constituted, has a capable and efficient organization.*"

BUREAU OF PARKS, PLAYGROUNDS AND BATHING BEACHES

Walter Wright, Secretary

Forty-three new playgrounds established and attendance increased from 5,000,000 in 1915 to 15,000,000 in 1922.

Three large municipal bathing beaches, 40 street end beaches and one municipal swimming pool opened to the public.

Six new municipal small parks established and the facilities for all outdoor sports greatly increased.

IN 1899, Mayor Thompson, then alderman from the Second Ward, introduced a resolution in the City Council establishing the first municipal playground at Twenty-fourth street and Wabash avenue. This is a matter in which he had always and has since taken the greatest interest, believing that the development of his policy of providing open-air recreation for the children, particularly in congested districts of the city, is of the greatest importance in safeguarding the health and well-being of the future generations.

Municipal Playgrounds Visited by Millions

From 1899 to 1915, 27 municipal playgrounds were established. From 1915, when Wm. Hale Thompson was elected Mayor, until 1922, 43 more playgrounds were established in various sections of the city and in connection with the public schools, making a total of 70 municipal or school board playgrounds now in operation.

The annual attendance of children at these playgrounds has increased from approximately 5,000,000 in 1915 to 15,000,000 in 1922, an increase of 300 per cent. All special competitive sports were again increased by the great interest shown by the Mayor in appointing citizens' committees to foster outdoor sports, a notable example being ice skating, which increased during his eight years of office more than 1,300 per cent in the number of participants involved, and led to the great intercity championship contests, held in Chicago, when schoolboy skaters from New York, Cleveland, Detroit and Milwaukee competed for the schoolboy and playground ice-skating championships, under the auspices of Mayor Thompson's Executive Ice Skating Committee.

Shores of Lake Michigan Brought Back to the People

Going strongly on record for bringing the shores of Lake Michigan back to the people, the Mayor advocated a policy of more and larger bathing beaches. When he came into office in 1915 there were three municipal bathing beaches and one municipal swimming pool. Although one beach, the Fifty-first street

beach, has since been turned over to the South Park Commission, there are now four large bathing beaches and four swimming pools besides the increase in the number of bathing beaches operated by the park boards. Clarendon beach, having the largest locker accommodations of any public bathing beach in the world, was opened in 1916. Besides this, more than 40 street-end beaches were opened to the public and competent lifeguards stationed there to safeguard the lives of the bathers. The shore frontage from Seventy-fifth street to Seventy-ninth street was acquired by condemnation for use as a municipal bathing beach and recreation center.

Small Parks and Fieldhouses Aid Community Life

Since 1915 six new municipal small parks have been established in the city, and the facilities for outdoor sports therein increased in great measure. The number of tennis courts has been increased from 10 to 60, an increase of 600 per cent. Baseball diamonds have been increased 200 per cent, and football and soccer fields, 100 per cent. Holden Park fieldhouse, an abandoned police station, was remodeled for community purposes. A total of 12,000 people used this community center during 1922. The acreage of small parks was increased from 350 to 450 acres, an increase of 28 per cent since 1915.

Forestry or street tree work has increased threefold, both in permits issued and in tree work done. In 1915 only two tree gangs were working—today there are five crews to take care of dead and dangerous trees and do tree trimming. Requests for tree work have increased from 200 to 1,400, or 700 per cent. During 1922 this force removed 1,966 branches and 878 trees which were in dangerous condition. In 1922 also, the city started on a program of planting the city streets in the parkways, and 1,500 trees have already been planted. This is the first time that trees have been planted on the streets of the city.

Afford Opportunities for Clean Play and Recreation

The great growth and increase in activities of the Bureau of Parks, Playgrounds and Bathing Beaches shows that Mayor Thompson is a great believer in the economic value of small parks and playgrounds. He believes that a dollar spent this year for the recreation and health of the children will pay \$10.00 in dividends ten years hence in health and good citizenship. Money spent in keeping boys off the streets will save future greater expenditures for the police and corrective institutions. Reliable statistics have proven that the opening of a playground has been followed by a notable decrease in the juvenile delinquency in that neighborhood. He believes, however, that aside from the economic standpoint it is the city's duty to give to the children that which they are being deprived of by the rapid growth and commercialism of Chicago, and which is the birthright of every boy and girl—the opportunity for clean play and healthful recreation.

MORALS COMMISSION

J. P. Brushingham, Commissioner

Demonstrated that the Municipal Tuberculosis Sanitarium can be successfully conducted without the use of habit-forming narcotics.

Cleaned up public dance halls and pool rooms and exercised effective censorship over theatrical performances.

Took steps in combating vice and the "black plague," resulting in the establishment of the Lawndale hospital.

ONE of the most important results of the work of the Morals Commission is the demonstration that a hospital or a sanitarium can be conducted without the use of powerful habit-forming drugs and deadly narcotics. It was found that the Municipal Tuberculosis Sanitarium could be administered without opiates and an order was issued to that effect by the Health Commissioner. The patients were not informed of the order, but substitute medicines were used and no evil effects appeared. As a result powerful medicines were no longer given to influenza patients at the time of the great epidemic, and the death rate in Chicago from influenza was less than in other large cities.

Publicity Aids Fight Against Habit-Forming Drugs

In the winter of 1919, when the narcotic evil was at its very height, an investigation was conducted in the form of court proceedings. A jury was impaneled, testimony was taken, representatives of the Federal government, the chief of police, the county board, the sheriff, the state's attorney, the corporation counsel, were invited to sit in with the Commission. Such witnesses as the Superintendent of the House of Correction, Dr. Hickson of the psychopathic laboratory, Health Commissioner Copeland of New York and other physicians from different parts of the country testified. Drug addicts were brought in from the underworld to give, under assumed names, the history of their downfall. The ensuing publicity had a decided effect in more stringent activity on the part of the Federal government and the consequent lessening of the drug habit.

Healthful Recreation an Antidote to Weakness and Vice

While it is true, generally speaking, that the Commission functions in a suggestive and legislative manner, it has from time to time assumed, in addition to its main purpose, certain executive duties when so requested by the City Council. At the suggestion of Mayor Thompson the Commission carefully considered the advisability of a counter-irritant to help solve the vice problems of Chicago. The Eighteenth Ward was made the clinic and an

effort was made to eliminate undesirable elements from the streets of the city and also to furnish swimming pools, gymnasiums, and other playground facilities for adults and children. Healthful recreation to give a sound mind in a sound body was deemed a splendid counter-irritant to weakness and vice.

Chicago Leads in Fight Against Venereal Diseases

Dance halls and pool rooms seemed breeding places for vice and crime and the Morals Commission was given the supervision of them with twenty-two investigators. The Commission surveyed 375 dance halls and 600 pool rooms. The revocation of licenses for some dance halls and a strict supervision of others were recommended.

The Commission gathered facts in all the large cities of Europe and America concerning vice and the social diseases, and suggested to the Health Department and the common council the best ordinance on venereal disease extant. Other cities copied it. There is a penalty for physicians who fail to report venereal diseases—by office numbers, not revealing names of patients. The Commission also recommended the opening of the Lawndale hospital, which prevents the infection of an estimated average of 300 men a day.

The Commission has done effective work in the censorship of unworthy theatrical performances. It was early discovered that while publicity might be of service in other lines of moral betterment, publicity rather helped than hindered the success of obscene shows, and swelling the box-office receipts. One performance in a leading playhouse was popularized and became a pronounced financial success by sensational criticism in pulpit and press. When the same play returned another season the Morals Commission, working in conjunction with the law department, called the attention of the playhouse to the possibility of having its license revoked if there was a repetition of the exhibition.

BOARD OF EDUCATION

Peter A. Mortenson, Superintendent of Schools

THE Board of Education of Chicago is the city's largest corporation, caring as it does for 398,000 pupils, maintaining 267 grammar schools, 24 high schools, a normal college for the training of teachers, a parental school, and a Cook County school for delinquents. It will expend during the coming year over \$35,000,000 for educational purposes and approximately \$12,000,000 for the erection of new buildings and additions to and improvement of old buildings.

Is a Separate and Independent Public Corporation

Under the state law which provides for the system of free public schools the Chicago Board of Education is a separate and distinct corporate body. It is not subject to control by the Mayor of the City nor by the City Council, notwithstanding the fact that the trustees of the Board of Education are appointed by the Mayor upon the advice and subject to the approval of the City Council, and that in the matter of the sale of school lands and the spreading of school taxes the City Council acts for the Board of Education.

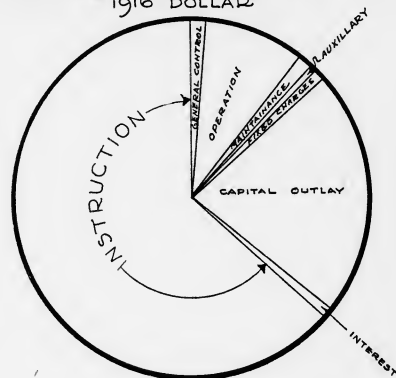
Neither the Mayor nor the City Council, however, are able to control the action of the Board of Education nor to fix the amount of money which shall be raised for school purposes, and the Supreme Court of Illinois several years ago decided that the Mayor of Chicago has no right to remove a member of the Board of Education who has once been appointed and confirmed by the City Council.

Provides for Every Educational Need

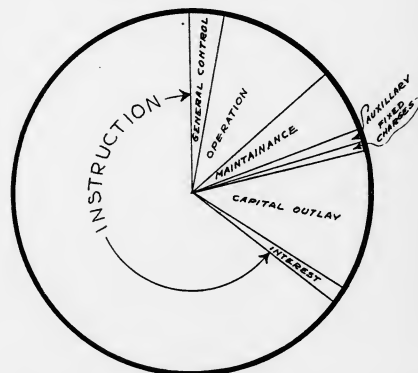
The Board of Education, in providing instruction for so great an army of school children, has found it necessary, in addition to caring for the normal child, to provide instruction for many children who require special training. Educational facilities have been provided for the following groups of handicapped children:—blind, deaf, crippled, anaemic, and sub-normals, on a scale not equalled in any other city in the United States, to the end that these handicapped children may become economically independent. In order to forestall the tendency of incorrigible boys and girls to develop into criminals, corrective schools have been provided: the Parental School for Boys, the Parental School for Girls, and the Cook County School for Boys. The pupils in these institutions are sent there by the Juvenile Court.

HOW THE SCHOOL'S MONEY IS SPENT

1916 DOLLAR



1921 DOLLAR



Chicago Schools Better Housed Than Those of Other Large Cities

The past eight years have been most trying for the Public Schools of the country in their efforts to maintain standards of efficiency in housing and in the instruction of pupils.

There is not a city in the United States that is not far behind its needs in its building program, due to the diverting of materials and labor from the constructive activities of peace to those of war and destruction. The Board of Education of Chicago has met the housing situation far better than any other large city, presenting a record of achievement of which it may well be proud.

Seats Provided for Nearly Sixty Thousand New Pupils

The following report to Dr. John Dill Robertson, President of the Board of Education, signed by J. C. Christensen, its architect, shows almost as much accomplished in the erection of school buildings, during the past eight years as in the preceding eight years, in spite of war restrictions covering part of the later period:

Dear Doctor Robertson: Herewith, in compliance with your request, is a short summary of the number of school buildings and additions planned and erected or under construction during the eight-year period beginning with April, 1915 to 1922. New school buildings and additions, 1322 school rooms, providing seats for 59,490 children have been constructed. In the eight years immediately preceding, 1907 to 1915, 1,379 school rooms were constructed, providing for 62,055 seats.

In other words, there was completed within the last eight years as many new rooms, less 57, as during the normal period from 1907 to 1915, when labor conditions and building material prices were favorable to carrying on construction, whereas from 1915 to 1922 was an abnormal period in which the prices of labor and material were unusually high, particularly so during the years 1917 to 1921.

Similar Conditions Elsewhere Produced Worse Results

Prices increased in some instances as much as three hundred per cent. This and the demands made by the Government for war material made it almost impossible to obtain building material required for the building and maintenance of schools, and caused a curtailment in the building program of the Board of Education for two years, practically making it necessary to suspend all building operations. However, this condition of affairs was not peculiar to the City of Chicago. It prevailed in every large city. New York City has 9,642 kiddies attending school, of which 575,000 are full time pupils and 361,000 are in double schools or part time schools.

whereas, in Chicago, out of its 398,000 pupils, 356,000 are full time pupils and 41,257 of them occupy double schools or part time schools. In other words, four children out of every ten in New York City attend part time only, while in Chicago but one child in ten must be limited to part time.

The War Increased Cost of Construction

The records show that in 1914 the cost of construction was thirteen cents per cubic foot, while at the present time, due to the war, the cost of construction for the same type of building is thirty-four cents per cubic foot; which means that in 1914, two and one-half rooms could be constructed for the cost of one room today. In other words, five buildings could have been constructed in 1914 at the cost of constructing two buildings today.

Cut in Tax Levies for Building Purposes During War Period

While the Board of Education has been going forward with the building program, as outlined by the Superintendent of Schools, since January 1st, 1922, previous to that time the cost of construction was so much higher that the Board of Education did not feel justified in letting contracts for new buildings and, mindful of the burdens of taxation being imposed upon the people by the war, the Superintendent of Schools and the Board of Education adopted the policy of providing school facilities for the increasing number of pupils in portable structures, and as a result of this policy it was possible to reduce the levies for the building fund millions of dollars during the stressed years.

During the period 1917 to 1921 the present Board of Education levied only about fifty per cent of the taxes for building purposes that could have been levied under the provisions of the school revenue law. The following statement, prepared by the Auditor of the Board of Education, shows by years the amount levied for building purposes and the amount that could have been levied under the provisions of the law:

School Tax Building Levy

Year	Cash Value	Assessed Valuation	Rate	Amount Levied for Building Purposes	Maximum Rate	Amount That Could Have Been Levied
1917.....	1/2	\$1,062,959,802	.64	\$ 6,802,942.73	1.50	\$15,944,397.03
1918.....	1/2	1,082,763,780	.43	4,655,884.25	1.50	16,241,456.70
1919.....	1/2	1,653,171,362	.39	6,300,000.00	.66%	11,021,142.41
1920.....	1/2	1,654,814,838	.42	6,800,000.00	.66%	11,032,098.92
1921.....	1/2	1,707,817,620	.6149	10,501,370.54	.75	12,808,629.15
				\$35,060,197.52		\$67,047,724.21

War Taxes vs. Board of Education Tax Levies

The foregoing statement shows that the present Board of Education, contrary to the propaganda of a certain portion

of the press, levied but thirty-five million dollars building fund taxes during the five-year period mentioned, when it could have levied sixty-seven millions dollars. It thus relieved to the extent of thirty-one million dollars, the people who were already heavily burdened with war taxes and excessive cost of living.

Scientific Building Program Adopted

In December, Mr. Peter A. Mortenson was elected Superintendent of Schools. At the outset he was confronted with a diversity of problems involving housing, organization, schools, instruction and finance, all demanding immediate attention.

One of the first changes initiated by the new Superintendent of Schools and the Board of Education was a scientific building program, based upon a survey of the comparative needs of the various communities. For many years it had been the custom for delegations representing school districts and localities to appear before the Board of Education and register their demands for new buildings, in the belief, not wholly unfounded, that the delegation displaying the most persistence and insistence would be first to have its demands given consideration. Needless to say, under such procedure, the schools of the poorer economic districts often suffered grievously for lack of persons of influence to champion their cause, while the more fortunate communities were given advantages which their needs, when compared with the system as a whole, did not justify.

Chicago School Buildings Worth Three Times Their Cost

To Chicago is accorded the unique distinction of paying for its school buildings out of the tax levies as they were erected. In most of the large cities, school buildings are erected with funds obtained from bond issues. An inventory of the holdings of the Chicago Board of Education shows that it has a total investment of \$66,900,000 in school buildings, exclusive of land. These buildings today have valuation of over \$200,000,000, or three times the original investment.

The Board of Education has adopted a standard type of elementary school building, consisting of twenty-four and thirty-six class-rooms. This standardizing of school buildings gives to all school districts the same quality of school facilities. In order to insure uniformity, standard equipments have been adopted for classrooms, shops, laboratories, offices, lunchrooms and rest rooms. Educational supplies furnished to the Chicago Public Schools have also been standardized, resulting in great economy and increased efficiency in carrying forward the school work.

School Buildings Kept in Sanitary Condition

The responsibility of the Board of Education does not end with the erection and equipping of school buildings. They are used by hundreds of thousands of children, thus making it necessary for considerable money be expended in keeping the buildings in a healthful and sanitary condition.

Repairing and Upkeep of Buildings Only One and One-half Per Cent. of Cost

The Board of Education has made an excellent record in the matter of keeping down the cost of repairs and, at the same time, keeping the buildings in proper condition. The high cost of labor and material has made this work more expensive than in ordinary times. In estimating the rate of expenditures for this work, it is necessary to take into consideration the wages paid today and the present day cost of material and compare it with the original cost of the school buildings. In doing so on this basis, it is found that the cost of repairs is less than 1.37 per cent for grammar schools and 1.82 per cent for high schools. No property owner, no owner of an apartment building in which wear and tear is far less than that of a public school building, can keep his building in repair at so low a rate.

The following letter from A. B. Wight, Assistant Superintendent of Schools, gives the total cost of Chicago school buildings and the cost of repairs for the past five years:

The cost of erecting the school buildings owned by the Board of Education of Chicago was \$66,900,000. The repairs on these buildings during the last five years average 1.37% of the cost of the buildings for grammar schools, of which there are 267, and 1.82% of the cost of buildings for high schools, of which there are 24.

Reduction of Cost of Heating School Buildings

The Board of Education has also established an unequalled record in the matter of heating school buildings. The following communication from Mr. John Howatt, Chief Engineer of the Board of Education, shows what has been accomplished in that line:

"The measurement of the volume of heating and ventilating done in the Chicago Public Schools is the measurement of the square feet of floor area of the school buildings occupied and operated. The square feet of floor space area of heated and ventilated space in 1916 was 20,598,000; the coal consumption in that year in those buildings was 130,305 tons. In 1922 the square feet of floor area occupied and operated in the school buildings was 23,067,000 and the coal consumption 135,510 tons. This shows an increase of twelve per cent in floor area being heated and ventilated, and an increase of only four per cent in tonnage of coal consumption."

High Standards of Instruction Maintained

The Board of Education and the Superintendent of Schools have established an enviable record in the matter of instruction in the Public Schools of Chicago. They have been able to maintain a high standard as to qualifications and experience, even during that most trying period of the war, when the ranks of the teaching profession throughout the country were being depleted through the diversions of those in the teaching profession as well as those fitted to enter it, to other lines of activity, where the remuneration was greater and the opportunities for promotion more rapid. The Board of Education and the Superintendent of Schools held firmly to the policy that it is inadvisable and unwise to receive into the service permanently as teachers any except those fully qualified for such service. The issuing of temporary certificates to teachers, will, it is hoped, by Sept. 1st, 1923, be a thing of the past. The temporary certificate must be regarded as a war measure, devised to meet an imperative and pressing need.

Increase in Number of Pupils and Teachers

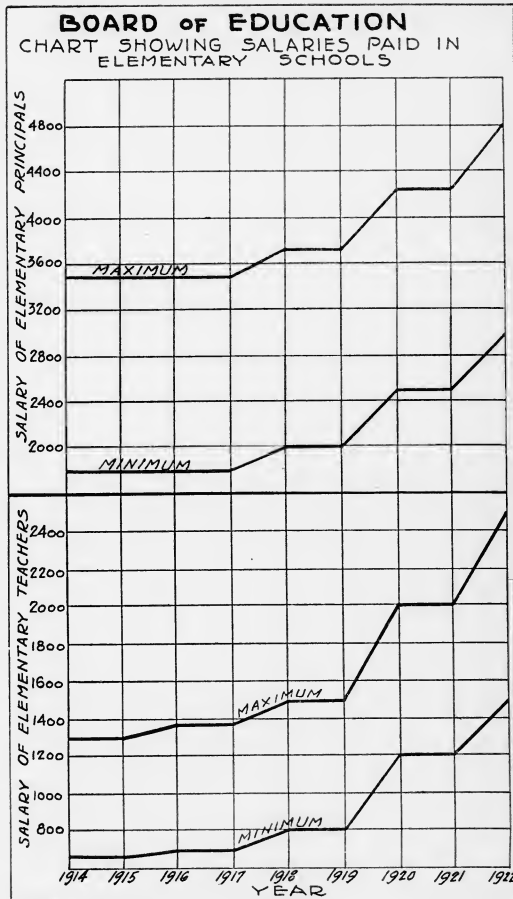
Some idea of the difficulty of maintaining teachers' supply may be gained by inspecting the accompanying chart, showing the increase in the number of pupils in the day schools for the past ten years. In 1918, a year previous to Mr. Mortenson's election, the high schools, on the last day of October, showed a membership of 29,257 pupils, and for the same month of 1922, a membership of 52,699, an increase of 23,442 pupils. To care for this number of additional pupils required an increase of 729 teachers in the high school teaching force. During the same period the membership of the public schools rose from 327,882 to 398,105, an increase of 70,223, of which number 46,781 were in the elementary schools, necessitating the employment of 1,039 additional elementary teachers.

Chicago Teachers Best Paid in the Country

In order that the pupils of the Chicago Public Schools might receive instruction only from teachers of the highest qualifications as to training and experience, as well as to meet a just and equitable need on the part of the teachers for something more than a mere living wage, the Board of Education at two different times during the period from 1917 to 1922, provided new salary schedules with substantial increases for the teachers. The schedule last adopted places Chicago at the head of the list as to salary schedules. The wisdom of this action has been shown by the generous response of those trained for the teaching profession being attracted to the city of Chicago, to become part of the teaching force of her public schools. Chicago now has the best teaching force in the United States.

Table Showing Comparative Salaries

The following is a comparative tabulation, showing the salaries paid to teachers and principals in 1917 and 1922:



Elementary Teachers		
	Minimum	Maximum
1917	\$ 675.00	\$1,455.00
1922	1,500.00	2,500.00
Elementary Principals		
1917	\$1,800.00	\$3,000.00
1922	3,600.00	4,800.00
High-School Teachers		
1917	\$1,100.00	\$2,860.00
1922	1,800.00	3,800.00
High-School Principals		
1917	\$3,300.00	\$4,400.00
1922	4,300.00	5,700.00

The above tabulation shows what has been done by the present Board of Education for the teachers in the way of salaries. The lowest salary today is forty-five dollars greater than the highest salary was in 1917. The minimum salary is now more than double the minimum in 1917.

Democracy in Education

The clamor for democracy throughout the world has had its reaction in the demand for democracy in education. In keeping with the spirit of the times and in order to obtain the advice and counsel of those in closest touch with the real problem—the boys and girls of the classroom—a system of councils was organized, whereby the Superintendent of Schools is able to obtain the views of the entire teaching force on all questions of policy and matters of educational import. This policy is in line with the thought of the best educators who are endeavoring to make valuable the united experience of all persons engaged in educational work, in determining the trend of educational progress.

Evening Schools Established With Regular Day School Course of Study

For many years the schools have offered opportunities to those who were compelled to leave school before graduation on account of economic conditions at home, but the work was not organized on a basis to warrant the granting of a diploma that would be recognized by institutions of higher learning. In 1921 a regular four year high school course of study was made available in evening high schools. More than a thousand pupils have taken advantage of these evening school courses, in their efforts to acquire or complete a high school education.

Free Text Books for All By February 1, 1923

The proposition of providing free text books for the Chicago Public Schools in accordance with the provisions of the State law was submitted to the people of Chicago for a referendum vote in 1921 and resulted in an overwhelming majority in favor of free

text books. In accordance with the provisions of this law, a tax levy was made and the elementary pupils of the Chicago Public Schools have been provided with free text books, and the balance of the appropriation used in providing free text books for pupils in high schools. At the beginning of the next semester, February 1st, 1923, every pupil in the Chicago Public Schools will be provided with free text books.

Broad Scope of Physical Training

Physical examinations given to young men called into military service has brought home to educators the importance of physical training in public schools. In recognition of this need, the Board of Education has provided additional systematic training under the direction of competent teachers in every school with special emphasis upon finding and correcting physical defects in posture and action, which will be to the permanent advantage of the individual and the community.

Adjacent Municipal Playgrounds Taken Over by Public Schools

In order to broaden the scope of its physical training work the Board of Education took over such Municipal playgrounds as were located adjacent to public schools, where physical training is carried on under the direction and supervision of experienced teachers. This work is going forward on fifty-seven equipped and one hundred un-equipped playgrounds.

Splendid Record in Americanization

In 1918 there were thousands of persons residing in Chicago who were not citizens and many of whom could not speak or read the English language. Because of this, classes in Americanization were organized in which adults were taught English and the rudiments of our political organization. That these classes supplied a real need is evidenced by the large number of men and women who came regularly, night after night, after a day of strenuous toil, in order to avail themselves of the opportunities which the Board of Education provided for them, in co-operation with the National Government and various social and civic organizations.

A Great Achievement of the Present Board of Education

Perhaps the most important achievement of the present Board of Education has been the spirit of co-operation which has been developed in the teaching force under the inspiring leadership of Superintendent Peter A. Mortensen.

It is a great thing to be Superintendent of Schools in Chicago. It is a greater achievement to unify and direct numerous activities wisely as the present Superintendent has done.

CHICAGO PUBLIC LIBRARY

C. B. Roden, Librarian

Extension program of the last eight years has made it the second largest library in the world.

Number of volumes distributed to borrowers 8,661,076, as against 4,326,055 for the eight years preceding.

Number of volumes in the library increased from 627,619 to 1,238,379.

PROGRESS made by the Chicago Public Library during the past eight years, 1915 to 1922 inclusive, has made it the second largest library in the world. The romantic rise of the library, born of the Chicago fire, from its quarters fifty years ago in a water tank on the top of the old City Hall, now the site of the Rookery building, to its present home on Michigan avenue was celebrated last New Year's Day with elaborate ceremonies in the G. A. R. Memorial Hall.

From its modest beginning fifty years ago with its 17,335 volumes and a first year's home circulation of 88,682, it has grown to a collection of 1,238,378 volumes, with a total annual home use of 8,661,076.

A Branch Library for Every Ward Is Planned

But the enormously increasing demands upon the library by a constantly increasing population shows that with all its growth and expansion, the library will have to grow still more to meet these demands and carry out its work on a scale to properly reach the entire city. A branch library in every ward is planned for the near future.

The celebration of the fiftieth anniversary of the library on New Year's Day brought home to the people of Chicago not only the wonderful success of Chicago's Public Library but also the great good it does for the people and the city.

The story of the library's progress during the past eight years is most completely and effectively told by means of comparative statistical tables, as follows:

Names of Agencies	Number		Volumes Distributed to Borrowers	
	1915	1922	1915	1922
Main Library	1	1	717,374	1,042,852
Branches	32	43	2,150,776	4,523,149
Deposit Stations	22	81	227,442	1,154,270
Business House Deposits...	21	66	155,193	211,193
Special Deposits	17	109	27,986	112,366
Old Style Delivery Stations				
(See Note a).....	76	15	820,227	146,686
School Deposits	730	1,935	227,057	820,560
	899	2,250	4,326,055	8,661,076

(See Note b)

	1915	1922
Number of Volumes in Library.....	627,619	1,238,379
Number of Registered Book Borrowers.....	260,955	465,233
Number of Employees	350	685
Amount of Revenue	\$400,189.30	\$1,300,161.55
Amount of Pay Roll.....	275,786.90	680,000.00
Amount of Book Purchases.....	46,153.86	256,357.57

Note (a): The old style Delivery Stations, which gave very unsatisfactory service, have now been wholly discontinued and have been superseded by, or merged with, Branches and Deposit Stations. This accounts for the decrease noted.

Note (b): Actual figures were available for only eleven months of 1922 at the time of making this report. Statistics for December were computed on the basis of the average monthly figures, January to November.

MUNICIPAL PIER

Hugo Krause, Superintendent

Five-million-dollar unit in the lake front development that is making Chicago world-famous as a summer resort.

Most comprehensive municipal recreation pier in the world, providing free concerts, entertainments under ideal conditions, for millions annually.

Home of the annual Pageant of Progress Exposition, conventions, and the municipal fruit market enabling the people to obtain at low prices a great abundance of fruit which is annually left to decay in Michigan orchards.

FOR many years the wonderful possibilities of Chicago's great lake shore were permitted to lie dormant—a sleeping asset. The development of which is making Chicago world-famous as a summer resort.

Prior to 1915 a vague scheme for the development of the lake front had been undertaken and the construction of the great municipal pier was begun. This task was completed under Mayor Thompson, who developed the Municipal pier not only as a great recreation center, but also as a commercial and navigational asset of prime importance.

Ten Million People Visit Municipal Pier

The recreation end of the \$5,000,000 pier at once proved an overwhelming success, and it is safe to say that more than ten million persons have visited it and found a modern Sans Souci—a veritable “palace without a care”—where fresh air, sunshine, free concerts and entertainments under ideal conditions were gratuitously dispensed.

At the Mayor's request and under his guidance educational exercises, athletic contests and patriotic exhibitions, as well as scientific and art displays, became regular features to attract not only the care-worn toiler and his family from Chicago, but the visitor and student of social conditions from the remotest parts of this and other countries.

More Than Pays Its Operating Expenses

The commercial section of the pier was greatly enhanced when protecting breakwaters were built by the local and Federal governments. At the present time about one-half of the freight sheds of the pier serve the purpose for which they were intended. and the pier more than pays its operating expenses.

Home of the Pageant of Progress Exposition

While Mayor Thompson has never relaxed in his far-seeing vision of the further development of navigation by means of an

international highway through the St. Lawrence basin, and the Lakes to the Gulf waterway, which are to bring the commerce of the world to the very doors of Chicago, yet the long delay that this program necessarily involved, the ominous industrial disturbances that existed soon after the armistice, and the large unused space on the passenger decks of the pier, impelled him to launch a “coup d'etat” in the form of an annual Pageant of Progress. This adds greatly to the revenue of the pier.

Other Exhibitions Follow

The result has been that two additional exhibitions, namely, the Bakers' Convention and that of the Electrical Association were held at the pier soon after the second Pageant closed.

The establishment at the pier of a Municipal Fruit Market is another incident fraught with far-reaching consequences for the future, and one which already has resulted in much good to the people of Chicago. Not only was fresh fruit of a superior quality sold at prices little above cost, but profiteering on the part of fruit dealers throughout the city was effectively prevented. Plans are now under way to arrange transportation and marketing facilities which will enable the people of this city to take advantage of the great abundance of fruit which is annually left to decay in the orchards within a night's ride of Chicago.

THE PAGEANT OF PROGRESS

Dr. John Dill Robertson, President

Thomas E. Wilson

1st Vice-Pres.

D. F. Kelly

Treasurer

Eugene R. Pike

2nd Vice-Pres.

Edgar A. Jonas

Secretary

Henry J. Kramer, Business Manager

Greatest business builder since the World's Columbian Exposition in 1893.

Made soup kitchens and bread lines unnecessary when unemployment was at its height.

Established Pageant Foundation for Children to treat teeth and eye, ear, nose and throat diseases of 50,000 unfortunate Chicago children annually.

AN insistent demand for soup kitchens early in 1921 when unemployment was at its height in Chicago, was responsible for the birth of the Pageant of Progress, which is now an annual event and which has become international in scope.

Mayor William Hale Thompson refused to establish soup kitchens and bread lines. He knew there was a better way out of the situation. His heart filled with pity at the privation and suffering of thousands of families whose breadwinners were without employment, Mayor Thompson conceived the idea of holding a great exposition that would stimulate business, thus providing more jobs for the unemployed and helping to restore Chicago's accustomed prosperity.

How the "Pageant of Progress" Was Started

Filled with the "I Will" spirit, Mayor Thompson called together a number of representative Chicago business men, told them of his ideas and his plans, and asked for volunteers to help. So well did Mayor Thompson "sell" the idea, that there was an immediate and enthusiastic response. Sixteen men, each a leader in his particular industry, were appointed to head the respective divisions of the exposition. All worked without compensation.

Everyone realized that it was a stupendous undertaking. Men whose services could not be bought with more money gladly devoted months of time, spent their own money and applied to the fullest extent the rare executive ability which has made them leaders in their respective lines of endeavor.

"It Can Be Done" Becomes the Rallying-Cry

Professional exposition experts, men whose business it is to organize and conduct expositions, scoffed at the thought of amateurs selling the space and conducting the great exposition. They



Scene on Municipal Pier during Pageant

said that a large fund of capital would be required; that an organization of experienced men would be necessary; that it simply could not be done.

But the Pageant of Progress forces adopted the slogan, "It CAN be done;" and by hard and continuous thinking, and hard and continuous working, they accomplished the task—and the experts are still rubbing their eyes and wondering at the magic of it all, for it was the greatest exposition held in Chicago since the World's Fair in 1893.

Exposition Proves an Unqualified Success

A million persons attended the exposition and the profits were nearly \$300,000. Buyers came from all parts of the world. The Pageant brought more purchasing agents to Chicago than ever before visited this city, or probably any other city, in a like period of time, and has yielded Chicago manufacturers and jobbers large numbers of new customers and many millions of dollars' worth of additional business. Added to this were the hundreds of thousands of visitors on pleasure bent, who bought large quantities of merchandise at retail and poured millions of dollars into the coffers of hotels, theatres, retail merchants, street car and bus lines, taxicab and livery companies, and Chicago business men generally.

Traction, railroad and coal strikes kept many persons away from the 1922 Exposition, with the result that the gate receipts were far below those of 1921, but the exhibitors were pleased; instead of a surging mass of people pushed along before the dis-

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plays by the pressure of a constant stream of new arrivals, visitors stopped in front of the booths to see, taste and buy. Great crowds would have made this impossible.

Pageant officials, too, were satisfied because the Exposition proved a big business booster in spite of handicaps over which they had no control.

Pageant Foundation for Children Established From Profits

With the profits of the first two Pageants there was established the Pageant Foundation for Children, a great community dental clinic where also the eye, ear, nose and throat diseases of children will be treated. The clinic will have facilities to treat 50,000 of Chicago's neglected children annually.

Boston has the great Forsyth Dental Institute, maintained through the philanthropy of the Forsyth brothers. It cares for the teeth of 30,000 children annually. Chicago is doing more than that, but in a different way. Through the Pageant of Progress Exposition it collects from the community the necessary funds to establish and maintain community dental service, and it is done in such a way that the community is benefited at the time of giving the money as well as at the time of receiving the service.

Future Pageants Will Provide Maintenance Funds

Community dental service, it has been estimated, will save the taxpayers of Chicago \$500,000 annually. It will increase the bodily and mental vigor of thousands of school children and hereby promote the health of the whole community.

The Pageant Foundation for Children is also the home of the Chicago Training School for Home and Public Health Nursing which already has trained more than 11,000 women in home nursing.

Future Pageants of Progress will provide the means for maintaining and operating the Pageant Foundation for Children.

CHICAGO BOOSTERS' PUBLICITY CLUB

William Hale Thompson, President

D. F. Kelly

1st Vice-Pres.

Frederick H. Bartlett

Treasurer

Albert Boswell, Editor Greater Chicago Magazine

George F. Harding

2nd Vice-Pres.

Everett C. Brown

Secretary

Selling Chicago to Chicagoans.

Selling Chicago to its relatively close-at-hand territory.

Selling Chicago to the outside world, American and continental.

MAYOR WILLIAM HALE THOMPSON believes that "it pays to advertise"—cities as well as automobile tires, corn flakes and shaving cream. And, with an acumen shown by few others in his position, he employed advertising, one of the greatest forces of modern life, for the advancement of Chicago.

The Boosters' Publicity Club is a Thompson idea. It publishes the Greater Chicago Magazine, which goes to every Chamber of Commerce in the United States, to every Consul abroad and to thousands of influential people throughout the country. With a circulation of 15,000 to 20,000 it is a real power in keeping Chicago before the country and, literally, the world. The club also publishes booklets, folders, etc., for the information of visitors to the city.

A Continuous Campaign of Favorable Publicity

A systematic national and international campaign of education is being carried on. The object of the campaign, briefly, is: (1) to attract people from everywhere to Chicago as a place of permanent residence, or as a place to visit; (2) to show new or established industries why it would be to their advantage to locate in Chicago; (3) to bring increased business from outside industries, from visitors and from new residents and firms to Chicago's business establishments.

Every citizen and every business firm in Chicago benefits from this campaign, for as Chicago becomes greater, so also will its advantages and its opportunities become greater.

Chicago's Advantages Told by Attractive Signs

Attractively painted signs advertising Chicago were placed along all important railroads entering the city and at principal points between Chicago and New York on the New York Central and Pennsylvania railroads. Every sign carried the invitation to "Stop a Day and See the Wonders of Chicago," and in addition displayed some pertinent fact relating to Chicago's greatness either industrially or otherwise. Such facts as the following were dis-



Information booth on main floor of City Hall where 3,000 persons stop daily to ask questions

played: "Fifty Million People Within a Night's Ride;" "World's Convention City;" "A Train a Minute from Everywhere;" "World's Best Educational Facilities;" "United States' Distributing Center;" "World's Livestock Market;" "World's Grain Market;" "World's Lumber Market;" "World's Clothing Center;" "World's Greatest Export Manufacturers;" "World's Purest Water Supply;" "United States' Leading Summer Resort;" "World's Greatest Inland Seaport;" "Financial Heart of the West;" "Healthiest Large City of the World;" "Hotels Accommodate 100,000;" "World's Greatest Printing Center;" "World's Greatest Food Center;" "World's Greatest Furniture Market;" "Leads the World in Playgrounds;" "World's Greatest Parks and Boulevards;" "World's Greatest Transportation Facilities;" "Sup-

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Some 1,200 business men subscribed to a fund to start the "Boost Chicago" campaign, but these subscriptions, which were made to extend over a period of four years, were called in only the first year, 1920. The Chicago Boosters' Publicity Club is now maintained with one-third of the profits of the annual Pageant of Progress.



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